

OVERSEAS NEWS

Political strategist to lead Sweden

BY DAVID BROWN IN STOCKHOLM

MR INGVAR CARLSSON, who is set to succeed the late Mr Olof Palme as Sweden's Prime Minister, is something of an unknown quantity to most Swedes because he has spent his political career in Olof Palme's shadow. He has however played a key role in the government as the Prime Minister's right-hand man and is one of the party's leading strategists. Mr Carlsson was responsible for mapping the party programme and the successful election strategy which returned the Social Democrats to power against seemingly impossible opposition last September. As the party's leading ideologue, Mr Carlsson has helped steer the Socialists towards a pragmatic programme which combines a traditional concern for social equality with one for industrial growth and profitability. "If we don't see it that companies prosper, how can we push through our other reforms?" he once said. "We want a cow we can really milk well, we don't want to kill it."

As Sweden's so-called "Minister of the Future," he has been a driving force behind the country's successful industrial renewal effort, formulating an official research and development policy which gives priority to areas such as information, materials handling, and bio-technology. Mr Carlsson was architect of a controversial system of secure labour restraint in the 1985 pay negotiations—a time of soaring corporate profits—the Government required that a portion of profits be set aside by law for research and development and retraining of workers in high technology fields. Unlike Mr Palme, Mr Carlsson comes from a working class background. He was born in the south western Swedish town of Borås in November 1934. He began his political career as a student at Lund University, where he led the Social Democratic Students' Federation and

caught the eye of then Premier Thage Erlander who was ever-scouting for potential party talent. Upon graduating, he was invited to take a position at the Cabinet Office in Stockholm and joined the cabal of "Erlander's Boys" which also included Olof Palme. In 1965, at the age of 31, he was elected to the Rikstag (parliament) as its youngest ever member, where he was known as severe and unruffled in debate and as a reliable party operator. He followed Olof Palme in a number of ministries including education and housing. During five years of non-Socialist rule he formulated the party programme which returned Mr Palme to power in 1982. Mr Carlsson is a friend of nature, an amateur ornithologist and an opera lover. Although he suffers from a public image of colourlessness, he is said to have a sometimes roguish sense of humour. Mr Carlsson has a difficult act



Mr Carlsson: pragmatist

to follow. It remains to be seen whether he can unite a sometimes divided party behind him and galvanise the voters of Sweden.

Fiat plans to re-employ 5,750 workers

By Alan Friedman in Milan

THE FIAT GROUP, which controls Italy's largest car maker, is planning to re-employ up to 5,750 workers who have been on state-subsidised lay-off for nearly six years. The plan, which calls for the workers to be re-hired (although not necessarily all in the group's car factories) between next summer and the autumn of 1987, was presented at the weekend to Mr Gianni de Michelis, Italy's Employment Minister. The minister is to convene Fiat managers and trade union representatives for a meeting this Thursday to discuss details of the plan, which is seen in Italy as evidence of Fiat's ability to make use of thousands of workers who were made redundant in 1980 when the Turin company was in crisis. Since then Fiat has staged an impressive recovery and has undergone significant restructuring. Under Italian law it is possible for private sector workers to be placed on "zero hour" state-subsidised lay-off, collecting a large part of wages. In the case of the 5,750 Fiat workers in question, this began in 1980 and was renewed for another three years in 1983. Mr Cesare Romiti, Fiat managing director, explained to Mr de Michelis that the company's improving profitability, rising demand in the car market and new investments in technology will make it possible to re-employ the workers.

France's share of trade in industrial goods falls further

By DAVID HOUSEGO IN PARIS

THE FRENCH share of world trade in manufactured goods suffered a further loss last year according to the official statistics institute INSEE. In a depressing picture of French industrial performance, INSEE says that export growth flattened last year, partly because of the French franc's loss of competitiveness in European markets and partly because of a 14 per cent drop in real terms in armaments and aircraft exports. Import growth picked up sharply because of the increase in domestic demand and because industrialists have been bringing forward equipment purchases in anticipation of a devaluation of the franc. The INSEE report nonetheless confirms government forecasts that the drop in oil prices and the dollar will cut France's energy import bill by FFr 60bn (€5.12bn) this year and lead to a trade surplus of FFr 15bn in the first six months. INSEE expects industrial growth will expand at annual rate of 3 per cent during the first half and the consumer price index will rise by 1 per cent. The survey says France's share of world trade in manufactured goods fell by 1.7 per cent last year. This was more than double the 0.7 per cent decline in 1984. In Europe, France's market share fell by 1.2 per cent. In the Third

Export growth (by volume) of manufactured goods in 1985	
France	1.8
Britain	8.8
West Germany	9.8
Italy	2.2
US	3.5
Japan	4.2

World, its share declined by 2.4 per cent. INSEE says that sales of aircraft and armaments will pick up again from next year on the basis of contracts already signed. The report says that, in real terms, French exports rose by only 1.8 per cent last year (compared with 7.6 per cent in 1984). By contrast, exports from West Germany rose by 9.8 per cent and British exports by 9.8 per cent. The 5.9 per cent increase in import volume, described as "worrying," was mainly concentrated in intermediate goods and machinery, the report says. The institute blames the disappointing increase on a combination of anticipatory purchases in advance of a parity change, a loss of French industrial competitiveness and a shortage of capacity in the engineering and basic chemicals sector. France's trade deficit remained at FFr 24bn in 1985, the same as in 1984.

Norwegian offshore oil licences awarded

By Fay Gjester in Oslo

NORWAY HAS announced the award of eight offshore petroleum licences, covering nine blocks off the central part of Norway's coast. Statoil, the state oil company, has been made operator on two licences covering three blocks, while operator tasks on one block each have been given to Norsk Hydro and Saga Petroleum—both Norwegian—and four foreign majors, Elf, Esso, Mobil and Shell. Other oil companies which have been awarded shares, but not operator roles, in one or more of the nine blocks are Agip, Amerada, Hess, Arco, BP, British, Conoco, DINO, Finis, Ory, Yamoco, Texas Eastern and Total. Two of the blocks are in the Håiten Bank area and the rest in a part of the coast, straddling the 66th parallel, not previously explored. Drilling on the blocks awarded in this area, Nordland II, must start this year, the Oil Ministry said. Statoil's participation in each licence—initially 50 per cent—may be increased to between 60 and 70 per cent if petroleum is found and produced in the licence area, the ministry said. The licence terms also specify which onshore bases the oil companies must use. The awards have been made under the second part of Norway's 10th licensing round. Meanwhile, the Oil Ministry has invited oil company applications for 39 other blocks, mostly located further north, under Round 11.

East and West praise 'statesman'

WORLD leaders yesterday expressed horror at the assassination of Swedish Prime Minister Olof Palme, calling his murder a senseless and brutal outrage that had robbed the world of a wise statesman and the man of peace. Reuter reports from Stockholm. East and West praised the 59-year-old leader for his efforts to promote peace, particularly in the field of nuclear disarmament, and expressed sorrow that a man who had fought hard for democracy had met such a violent death. Nicaragua declared a three-day period of mourning. In Moscow, delegates at the Soviet Communist Party Congress stood in silence for a minute in tribute, while in the US President Reagan expressed his profound sorrow "in the face of this senseless act of violence." Many leaders considered Mr Palme a personal friend. French President Francois Mitterrand spoke of the "old and loving relationship" he enjoyed with Palme, both personally and as a member of the Socialist International.

Social equality and peace issues topped Palme's list of priorities

PRIME MINISTER Olof Palme of Sweden was an assertive idealist who spoke loudly for peace and reason on the international scene and who dominated the politics of his country for nearly two decades. Following Mr Tage Erlander as chairman of the Social Democrats and Prime Minister in 1969, he ruled for seven years before leading his party to its first defeat in 44 years. However, in 1982 he succeeded in ousting an ineffective and changing coalition of non-Socialists, and retained power in a bitterly contested 1985 election. A committed campaigner for social equality in Sweden, Mr Palme was born to a patrician family in a wealthy section of Stockholm in January 1927 and attended one of the country's most prestigious private schools. Before his assassination on a city street he often expressed his wish to live like any other man in Stockholm, and enjoying openly walking or cycling to work. As the leader of neutral Swe-

den, Mr Palme often seemed more comfortable in the role of international statesman than he did as domestic politician. He sought to speak for smaller countries on a world stage dominated by super-powers. Chairing what came to be called the Palme Commission on Disarmament and Security, he campaigned for nuclear disarmament, weapons testing bans and a nuclear-free zone in Europe. Mr Palme was also a committed advocate for the interests of the Third World. He was a member of the Brandt Commission on International Development Issues, and Sweden was one of the few countries to commit 1 per cent of its GNP to development assistance. He was appointed by the United Nations Secretary General to lead a largely respected if unsuccessful effort to end the Gulf War between Iran and Iraq. His bitter criticism in the mid-1960s of American involvement in the Vietnam war initi-

ated a deep chill in US-Swedish relations which lasted over a decade, and he never made an official visit to Washington. When Soviet submarines were suspected of penetrating Swedish territorial waters in 1983, Mr Palme responded sharply. But he was accused at home of being overly quick to begin the process of warming relations with Moscow which was to have culminated in a summit next month. As Prime Minister, Mr Palme steadfastly refused to pursue what he called policies of "egoism and sharp elbows" referring to the retrenchment on social issues which swept the West during the economic downturns which followed the 1973 oil shock. Mr Palme studied in the US and received a Bachelor of Arts degree from Kenyon College in Ohio in 1948. He began his political career as an assistant in the Cabinet Office of then-Prime Minister Erlander. In 1965 he was appointed Communications Minister.

Craxi forecasts inflation fall

Italian Prime Minister Bettino Craxi said yesterday conditions were favourable for a fall in the annual rate of inflation from the current 8.5 to 5 per cent this year. Addressing the congress of Italy's largest trade union, the Communist-led CGIL, Mr Craxi said a combination of lower oil prices and a fall in the value of the dollar could bring inflation down to pre-1973 levels.

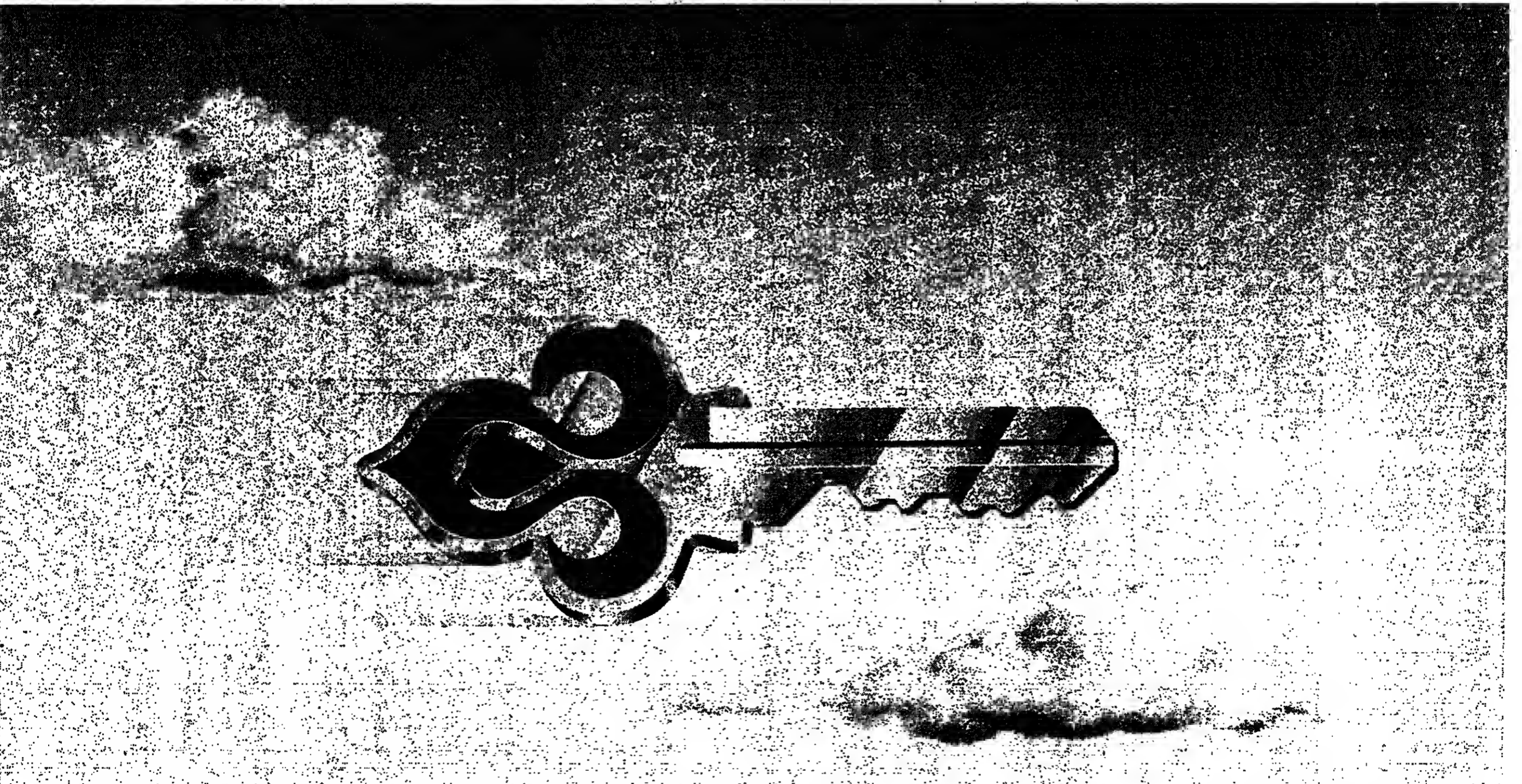
Moscow invites Jaruzelski to visit former Polish city

By CHRISTOPHER BOBINSKI IN WARSAW

THE SOVIET leadership has helped boost Gen Wojciech Jaruzelski's image at home by inviting the Polish leader to Wilno, the capital of Soviet Lithuania. Gen Jaruzelski, who is in the Soviet Union for the Communist Party congress, spent the two days up to Saturday in the city which before the war was a part of Poland, and still retains a significant Polish minority. Polish TV coverage of the visit surprised many viewers. Since the war the subject of Polish links with the area and

the Poles living there have been treated as one of the country's more sensitive taboos. But Jaruzelski was shown talking to Poles in the city, inviting them to visit Poland, and seeing Catholic churches, the university and other places which have figured in Polish history. The visit permitted Gen Jaruzelski—who still smarts from US taunts that he was no more than "a Soviet general in a Polish uniform"—to strike a patriotic pose appealing to Poles.

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China reports record retail price increase

By Robert Thomson in Peking

CHINA HAS reported a record increase in retail prices, a higher trade deficit than was expected, and generally high rates of agricultural and industrial growth for last year.

The most politically-sensitive figure released by the state statistical bureau in its sketch of the Chinese economy in 1985 showed an 8.5 per cent increase in retail prices. The highest rise recorded since the early 1960s. Prices in rural areas rose 7 per cent and in urban areas 12.3 per cent.

A higher than politically palatable inflation rate—diplo-mats believe the official figure is an underestimate—has already influenced a government decision to delay further implementation of price reform policies this year.

China has now released three sets of trade figures for 1985, with each successive set showing a progressively greater deficit. The statistical bureau puts the deficit at \$14.9bn (£10.2bn), while the Ministry of Foreign Economic Relations and Trade says it is \$7.15bn and the Customs Ministry estimates it to be \$13.7bn.

The statistical bureau said exports rose 4.7 per cent last year and imports jumped 54.2 per cent.

According to the figures released yesterday, gross social product was Yuan 1,624bn (£253.2m), a 16.2 per cent rise on 1984. Industrial production rose 18 per cent, more than twice the planned figure, but it apparently slowed dramatically in the latter months of last year.

The effects of the rural reform policy, which has given more autonomy to individual producers, are reflected in the figures. Total agricultural output was up 13 per cent, but grain production fell 7 per cent, as farmers turned to more profitable cash crops and sideline industries.

Grain is a symbol of stability in China, and the Government has taken measures, including increasing the availability of loans for grain producers, in an attempt to increase production. Senior conservative politburo members are known to be concerned that the reforms have made grain an unattractive crop for farmers.

Real incomes are said to have risen in urban areas by 10.8 per cent.

Cost of Cairo riots put at \$200m

By Tony Walker in Cairo

LOSSES INCURRED in three days of rioting by conscript security police in Cairo last week could exceed \$200m (£137.9m), Mr Fouad Sultan, Egypt's Minister of Tourism and Civil Aviation, said.

Mr Sultan estimated that material losses were in the order of \$120m, resulting from damage to about 4,000 hotel rooms. He said the Government was working with banks, insurance companies and owners of damaged premises to assess suitable compensation and to ensure that buildings would be repaired quickly.

Egypt's tourism industry had already been hit hard by recent Middle East-related violence, including the hijacking of the Italian cruise liner, Achille Lauro, and the hijacking of an Egypt Air Boeing in Malta.

Tour operators and government officials estimate that losses over the usually busy Christmas period could have exceeded \$100m. There were mass cancellations by visitors, particularly from the US.

Meanwhile, schools and universities in Cairo will remain closed this week and a dusk to dawn curfew is in force.

LEGAL PROCEEDINGS TO BEGIN 'SHORTLY'

US group to pursue Marcos assets

By William Hall in New York

THE New York-based Center for Constitutional Rights, which has been retained by the new Philippines Government to help track down the overseas fortune of former President Marcos, said yesterday that it will begin legal proceedings shortly to recover his US assets.

The group, which has been retained to "take all legal steps necessary" to recover all properties and assets found to have been misappropriated by Mr Marcos, his family and his associates, said yesterday that it was extremely anxious to

recover documents detailing Mr Marcos's wealth which are held aboard two closely guarded US air force planes at the Hickham Air Force Base in Hawaii.

Mr Michael Ratner, the legal director of the centre, said yesterday that the documents were "the most valuable" items aboard the two planes which brought Mr Marcos and his party to Hawaii.

He said that the four New York buildings owned by the former president and said to be worth \$350m were "just the tip of the iceberg."

He said that Mr Marcos and his associates had been "draining the country for 20 years" and he estimated that the former President's overseas fortune was in the billions of dollars range. Many of the assets are owned through a "network of front men and dummy corporations designed to conceal their true owners."

The Center for Constitutional Rights has retained a Hawaii lawyer to help obtain the documents which are believed to detail Mr Marcos's wealth. The US Customs service has completed a preliminary inventory of the contents of the two US planes but has so far not disclosed it publicly.

The battle for control of Mr Marcos's overseas assets presents the US Government with a potentially embarrassing dilemma. It has offered Mr Marcos sanctuary and now has to decide who is the rightful owner of the contents of the two planes which in addition to the boxes of cash, property deeds, stocks and certificates of deposit contain large amounts of jewellery, art works, gold and other valuables.

Sri Lanka attacks India over Tamil initiative

By John Elliott in New Delhi

DIPLOMATIC relations between India and Sri Lanka have sunk to their lowest point for a year following the collapse, amid increasing ethnic violence, of a peace initiative jointly launched last summer by the two countries to try to solve the island's Tamil unrest.

A diplomatic note delivered in New Delhi over the weekend by the Sri Lankan Government said India's offer of help stood impaired and its credibility diluted because India had "partisan and parochial interests," which meant it was biased.

This was a reference to support for Sri Lanka's Tamil minority among the politically significant Tamil community in southern India where Sri Lanka alleges, Tamil extremists are trained.

The diplomatic note was a reply to Mr B. R. Bhagat, India's Foreign Minister, who said in the Indian Parliament last Wednesday that the Sri Lankan forces' attacks on Tamil militants went "beyond the realms of civilised behaviour and had the elements of genocide."

Sri Lanka should fix a time limit of about a month to negotiate a settlement, Mr Bhagat said.

Weinberger defends Pentagon buying record

By Nancy Dunne in Washington

MR CASPAR WEINBERGER, the US Defence Secretary, yesterday tried to downplay a new report by a special presidential commission critical of the Pentagon, insisting that most of its recommendations had already been followed.

The presidential panel charged on Friday that there is "no rational system for governmental agreement on military strategy" and it accused the Pentagon and Congress of contributing to inefficient weapons buying.

Mr Weinberger, appearing on television, defended Pentagon acquisition procedures but said he would consider a commission recommendation to appoint a secretary in charge of procurement for each branch of the military as well as one overall acquisitions under-secretary.

Congressman Les Aspin, chairman of the armed services committee, interviewed on the same programme disagreed with

President Reagan's request for an 8 per cent increase in military spending next year. The Administration has not got its money's worth out of the "trillion dollars we gave them in the first place," he complained.

The 26-page report of the presidential commission, headed by Mr David Packard, a former Pentagon official, suggested a strengthened head of the joint chief of staff and establishing "short unambiguous lines of authority" to streamline the acquisition process.

"Today there is no rational system whereby the executive branch and the Congress reach coherent and enduring agreement on national military strategy, the forces to carry it out, and the funding that should be provided," the report says.

The absence of such a system contributes substantially to the instability and uncertainty that plague our defence programme.

Alleged war criminal appears in Israeli court

Mr John Demjanjuk, the alleged former Nazi criminal who was extradited from the US last week, was charged in an Israeli court yesterday with "crimes against humanity." He was accused of the killing of thousands of Jews in Nazi gas chambers, AP reports from Jerusalem.

Mr Demjanjuk denied the charges. He told the judge that he had never been in the Treblinka extermination camp where the murders were alleged to have been committed.

Mr Demjanjuk, who arrived in Israel on Friday, was ordered to be held for 15 days questioning.

Under Israeli law, police have to seek an extension of their custody of the prisoner every 15 days. The hearing was the first stage in the process that could lead to a life sentence for the 65-year-old retired car worker.

"I am completely the wrong person. I was never in that place what everybody tells me, Treblinka," Mr Demjanjuk told the court in sullen English.

Mr Abraham Shalom, asked him: "You say you never were

in Treblinka and you never were in the service of the Nazis?"

"I never served the Nazis," said the Ukrainian-born Mr Demjanjuk.

Charges prepared by the state prosecutor said Mr Demjanjuk operated the chambers at the Nazi camp in Poland in which hundreds of thousands of victims choked to death from carbon monoxide.

He committed "crimes against the Jewish people, crimes against humanity, war crimes and crimes against persecuted persons," said the list of charges.

Mr Demjanjuk also "killed with his own hands Jews from among the work parties that laboured in the camp," said the charges read by police deputy commander Alex Ish-Shalom.

Mr Ish-Shalom said that Mr Demjanjuk became known as "Ivan" after Treblinka because along with his formal task, if you can call it formal, he committed the cruelest acts of torture."

Mr Demjanjuk was stripped of his US citizenship in 1981 for lying to immigration officials about his Nazi past.

Afghan head attacks US

AFGHAN President Babrak Karmal, said at the weekend that US pressure on Pakistan was blocking a settlement of his country's guerrilla war, Reuters reports from Moscow. A majority of Afghans now support his government, he added.

Mr Karmal said Soviet troops would leave Afghanistan immediately if the US and other countries halted their support for Moslem guerrillas there.

"If Pakistan was not under the pressure of the US and agreed to talk directly with our country, the sooner a political settlement could be found," he said.

Pakistan has refused to negotiate with the Soviet-backed Kabul government.

Mr Karmal, in Moscow for the 27th Communist Party congress, repeatedly attacked Washington as the main cause of the six-year-old conflict. He also blamed China and Iran.

Economic plan for Panama

THE Panamanian President, Mr Eric Arturo Delvalle said yesterday that World Bank officials have approved his economic adjustment plan, aimed at pulling the country out of its worst financial crisis in more than half a century, Reuters reports from Panama City.

Approval of the plan, unveiled by Mr Delvalle on January 29, could help clear the way for rescheduling \$379m (£239m) in debt due this year while making Panama eligible for the first disbursements of \$120m in new loans from the World Bank and commercial creditors.

Mr Delvalle faces stiff opposition to his economic policies from business and labour groups, however, and the World Bank and other creditors are expected to wait until the Government unveils its programme before the funds earmarked for Panama are paid out.

Bangladesh to hold elections next month

PARLIAMENTARY elections are to be held in Bangladesh in the last week of April, Lt Gen Hussain Ershad, military ruler, announced last night shortly after opposition parties announced a campaign of direct action to force the military Government out of office, writes John Elliott.

Since President Ershad seized power in 1982 he has announced elections three times but has cancelled them because opposition parties refused to take part.

Grenadian Premier abolishes income tax

PRIME MINISTER Herbert Blaize, announced that personal income tax would be abolished in a budget which he said would convert Grenada into the island of opportunities, Reuters reports from Grenada.

Mr Blaize's \$87.47m (£60.32m) budget also axed 16 other forms of taxation including hotel occupancy tax and consumption and excise duties.

African states urged to boycott W. Germany, UK

Mr Ide Oumarou, Niger, secretary-general of the Organisation of African Unity (OAU), has urged African countries to boycott British and West German goods in an anti-apartheid protest, Reuters reports from Addis Ababa.

He called Britain and West Germany "the protectors of the apartheid regime, even at these times of universal condemnation of the state of emergency in South Africa."

The proposal, in a report strongly critical of Britain and

West Germany but mild in its attack on the US role in southern Africa, was discussed at an African foreign ministers' meeting in Addis Ababa yesterday.

Police said two more people were killed in South Africa's township unrest, bringing the weekend death toll to five. Crowds stoned buses in Claremont township, near the Indian Ocean city of Durban, and attacked police vehicles, the report said.

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2. The Government is planning to make it worse.

Well? What would you do? To its credit, the Government has decided to face the reality of SERPS, rather than bequeathing its unresolved problems to its successors in the 21st Century. It is now introducing legislation to reduce the burden of SERPS on future generations. Which, of course, means further reducing the value of future pensions many existing members can expect from SERPS.



3. But it is prepared to give a subsidy of 6 1/4% of your wage bill if you set up your own company scheme.

Many companies don't realise that if they contract out of SERPS they qualify for a substantial saving on their National Insurance Contributions. It amounts to a subsidy worth approximately 6 1/4% of payroll costs. A subsidy so substantial in fact, that it will cover most of the cost of running an excellent private pension scheme for the company.



4. It intends to offer another 2% subsidy soon.

And the Government's generosity doesn't end there. So keen are they to encourage firms to take over the role of providing employees with pensions, that the new Social Security Bill provides for the subsidy on contracted out schemes to be boosted by a further 2% of payroll costs as from early 1988.



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The management of any responsible company will take pride in ensuring that its workforce is going to enjoy full financial security in retirement. But there are also more direct business reasons for starting your own company pension scheme. Employees who are financially secure are likely to prove both more productive and more loyal. And you'll also find that a good pension scheme can be an important factor in persuading more good people to come and work for you.



6. Every day you waste means more money down the drain.

Even before the present Government began its review of pensions legislation, many companies had already elected to contract out of SERPS in order to provide better pension benefits for their employees at little cost to themselves. Now the government has made clear its intention to run SERPS down, it makes even more sense to contract out. Throwing good money after bad isn't a good idea, and since all contracted out schemes started now will automatically qualify for the extra 2% incentive when it becomes available, there is every reason to act immediately.



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UK NEWS

Thatcher starts review of education policy

BY OUR POLITICAL EDITOR

A FAR-REACHING review of the Government's education policy, possibly leading to the creation of a new Department of Education and Training, is now under way in Whitehall at the instigation of Mrs Margaret Thatcher, the Prime Minister.

The debate covers several separate strands affecting relations between both the public and private sectors and Whitehall and local education authorities.

A strong runner is the establishment of a new Department of Education and Training under Lord Young, the Employment Secretary. This would include the Manpower Services Commission side of the Department of Employment, which would remain as a small department.

This ties in with discussion over the new national vocational qualification and could lead to such vocational training being privatised or contracted-out, via directly funded technical schools.

The new higher priority for education was underlined by Mrs Thatcher on Saturday when she spoke to Conservative councillors at the Party's local government conference. She said: "Education is one thing where we have to fashion and shape our policies, particularly in inner cities, for the next election because there are many many child-

ren not receiving the education they should for the amount of money that is being spent."

The re-think has been prompted by an acceptance by ministers that structural changes are needed in the light of the teachers' dispute. A further strand is the recent confirmation of the retirement from parliament at the next election of Sir Keith Joseph, the Education Secretary. He may be replaced in the autumn reshuffle and manoeuvring over his successor has become linked with the policy debate.

A group of Conservative MPs favouring a free market approach has been pushing the claims of Dr Rhodes Boyson, a former headmaster and junior education minister, and at present Minister of State at the Northern Ireland Office. However, the appointment of Lord Young as head of a new department might meet the demands of a wide range of Conservative opinion, both on personal and policy grounds.

There are three broad approaches to future policy:

- Nationalisation, with Whitehall taking over direct responsibility for teachers' pay and imposing national guidelines. This is broadly favoured by the Treasury and would reduce substantially the role of local education authorities.
- A free-market approach increasing parental choice via a form of

transferable vouchers. This is supported by a vocal group of Conservative MPs and is endorsed in a new Institute of Economic Affairs pamphlet today. Mrs Thatcher has also talked of reviving direct grant schools in inner cities and of encouraging businesses to endow schools.

- Making the existing central/local partnership work better by giving Whitehall more influence through the greater use of specific education grants and by tying teachers contractually to specific duties. This would build on the current Education Bill which is aimed at giving parents more say and improving teacher quality.

In addition, there will be the usual annual public spending discussions this summer with greater pressures than last year from both education and other ministers for increased resources.

It is too early to predict the outcome, though even supporters of a free-market approach believe that the previous objections to a general voucher scheme will again prevail.

The debate is being conducted both, formally, through the Whitehall machinery and, informally, as a result of Mrs Thatcher encouraging ministerial and backbench supporters of a free market approach by making known her own dissatisfaction with the current structure.

Tories step up their attacks on Alliance

BY PETER RIDDELL, POLITICAL EDITOR

SENIOR ministers intensified the Conservative Government's campaign against the Social Democrat/Liberal Alliance over the weekend just as Mr Edward Heath, the former Conservative leader, warned that there would have to be discussions with other Parties if the next general election produced a hung parliament without an overall majority.

In the face of opinion polls showing that the Alliance has recently been gaining at the expense of the Conservatives, there is now a concentrated ministerial drive to attack the Liberals and the Social Democratic Party (SDP). This contrasts with the previous tactic of largely ignoring the Alliance and concentrating on attacking Labour.

Attacks on the Alliance have featured prominently in recent speeches by Mr Norman Tebbit, the Conservative Party Chairman, and Sir Geoffrey Howe, the Foreign Secretary, as well as from two former ministers, Mr Leon Brittan and Mr Michael Heseltine.

For instance, Mr Kenneth Baker, the Environment Secretary, urged Conservative councillors at the Party's local government conference at the weekend to concentrate their fire on the Liberals and Social Democrats, which were "the main enemy and threat" in much of southern England. He also claimed that Alliance-controlled or dominated councils had larger than average increases in spending and local property taxes.

In a television interview yesterday, Mr Heath agreed that the Alliance was a serious long-term threat to the Conservatives. If there was no overall majority at the next election, he hoped that "everybody would be responsible enough to recognise that the Queen's Government has got to be carried on, and therefore there have got to be discussions between the Parties as to how it is going to be done."

Mr Heath was also cool when asked whether Mrs Thatcher would lead the Tories into the next election. He said that was something the Party must "settle among themselves." The election must be held by June 1988.

Mr Heath renewed his criticisms of the Government over the possible sale of BL's commercial vehicles and Land Rover subsidiaries to General Motors of the US. He said he had known few issues on which public feeling was as strong, and expressed his preference for keeping the companies in British hands and having a European partnership.

The British people would be horrified if the deal with GM went ahead and he suggested that in the background there might be "some private arrangement with the American administration about Star Wars."

Barry Riley on the latest stock exchange changes Towards the Big Bang

THE FIRST days of March bring the implementation of further major changes to the rule-book of the London Stock Exchange, allowing mighty foreign securities groups like Merrill Lynch and Nomura to become member firms for the first time, and permitting existing firms to become the 100 per cent subsidiaries of outside institutions.

This represents the penultimate stage of transition before the introduction of a totally new trading system on October 27, marking the famous "Big Bang" which will involve the ending of the rigid separation of brokers and market makers (bringing in so-called "total capacity"), and the scrapping of the scales of fixed minimum commissions.

Until now, outside investors such as big banks have not been able to own stakes larger than 29.9 per cent in stock exchange member firms. In practice, nearly all the big firms have signed deals on deferred terms which provide for majority ownership to change when stock exchange rules permit.

In the event, only one or two firms are ending control at the beginning of March, the earliest date. They include Phillips & Drew, which is now part of the Union Bank of Switzerland.

And only two foreign groups are jumping at the opportunity to move into the official London market at this stage. They are Nomura, the largest Japanese securities house, which is applying to establish a bro-

king firm, and Merrill Lynch, the giant US investment bank, which besides buying Giles & Cresswell, an existing gilt-edged jobber, is setting up two entirely new firms, one an equity jobber and the other a broking offshoot.

There are several reasons why most of the existing firms are waiting until later in March or April to cement their new relationships.

To begin with, March 1, when the new rules took effect, happened to fall in the middle of the current two-week stock exchange account. Because of the way transactions are handled it would not be easy for a member firm to work out its precise value other than at an account end.

Some 70 per cent of any profits earned before the transfer of ownership will, of course, belong to the partners and business has been so profitable lately that they have an incentive to delay.

If they decide on March, the 7th and the 27th will be the available end-account dates. Moreover, some firms are inclined to leave the transfer of ownership until after the end of the tax year on April 5, which would permit tax payments to be deferred.

Another factor is that many member firms have their regular financial year-ends in April or May, and it may be felt convenient to stick to the normal accounting timetable when it comes to winding up a partnership and transferring the business to a new company owned by the acquiring institution.

There does not seem any great urgency to complete these deals, as the new groupings have until next October to sort out their new structures and deploy the substantial amounts of new capital which are being injected by the new owners.

As for the incoming securities groups which are seeking direct entry to the London exchange, without buying existing firms, many seem to be holding back for the time being even though the exchange recently announced that it would only be charging modest entry fees of a maximum of £50,000.

Besides the Japanese securities houses, which still face political difficulties, such external candidates include the British merchant bank, Robert Fleming, and a number of US investment banks such as Goldman Sachs, Morgan Stanley and Salomon Brothers.

These firms are already active to varying degrees in securities trading in London outside the official stock market, and it will be difficult for them to set up new single capacity member firms because these would conflict with their existing dual capacity operations. They may prefer to wait until October 27.

In any case, several of these firms are mainly interested in stock exchange membership in order to become market makers in gilts, and this activity cannot begin until Big Bang.

Shah's Today due off the presses tonight

BY RAYMOND SNODDY

FINAL PREPARATIONS are being made for the launch in the UK tomorrow of Today, Mr Eddie Shah's revolutionary colour tabloid newspaper.

The first copies of the newspaper, which has had a profound effect on Fleet Street before even appearing on the streets, are due off the presses after 7 tonight.

A print run of up to 1.8m copies is planned and deadlines have had to be brought forward to cope with the larger than expected order.

Mr Brian MacArthur, the Today editor, said yesterday the teething problems had been overcome.

In the past week there has been equipment failure and a total shut-down for two hours of the electronic editing system. Problems of electrical interference also had to be overcome.

The final preparations over the weekend coincided with a television advertising campaign emphasising the arrival of the UK's first national colour daily.

Well-known personalities ask in the commercial: "Are you ready for colour?" and then don dark glasses.

Call to make auditors legally expose fraud

BY CLIVE WOLMAN

A LEGAL obligation should be imposed to seek out and detect fraud, a large majority of company directors and senior executives believe, according to a survey published today.

But most directors and managers do not want auditors to report any frauds they detect to the police or other public regulatory authorities, although the Government has proposed to make such demands on the auditors of banks and other financial institutions.

The survey was carried out in late January by interviewing and corresponding with a pool of 140 respondents from a broad spread of UK industries, of whom 85 per cent had executive authority over audits and financial statements.

If no additional fees were required, 74 per cent of the respondents thought that auditors should be under a legal obligation to detect fraud. If they had to pay extra fees, the majority in favour fell to 57 per cent.

The respondents were less strongly in favour of a legal obligation being imposed on auditors to seek to detect irregularities, rather than fraud, as part of their audit duties.

None of the respondents favoured auditors having the duty to report any fraud they detect exclusively to the police or a regulatory authority. A total of 68 per cent thought the auditor should be required to inform only the client.

The remaining 32 per cent thought the auditor should report to both the client and the third party together.

Any legal requirement on the auditor to report exclusively to the third party would amount to "considerable" or "gross" interference by the state in business activities, 52 per cent of the respondents believed. This proportion fell to 41 per cent if the requirement was that the auditor should report to both third party and client.

BRITISH COAL. THE SHORT CUT TO LOWER PAPER COSTS

Bowaters operate one of Europe's largest papermaking sites in Kent, with a capacity approaching 500,000 tonnes each year. In the process, the Company consumes around 280,000 tonnes of coal per annum.

The mills produce a portfolio of papers, ranging from quality gloss coated grades through computer and business needs, to towelling and packaging.

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Coal is burnt in water tube boilers, producing steam for electricity generation and papermaking heat, particularly drying rollers. The steam satisfies all of the mills heat requirements and about 50% of the power needs.

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Real help with conversion costs


The government's confidence in the coal industry is demonstrated by the extension of the coal firing grant scheme until at least June 1987. The current limit of £75 million on total grants has been lifted. This scheme, with the backing of European loans, creates a really attractive financial package.

A final word from Malcolm Edwards, Commercial Director of NCB: "We intend to keep British coal competitive and by reducing our costs retain attractive differentials. This is good news for all our customers. Let us talk - we can do business together."

For further information, please contact your local distributor or write to the Industrial Branch, Marketing Department, National Coal Board, Hobart House, Grosvenor Place, London SW1X 7AE.

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Pursuant to Clause 6(B) of the Trust Deed for the Bonds, notice is hereby given as follows:
At the meeting of the Board of Directors of the Bank held on 25th February, 1986, resolution was adopted on the issue of new shares by free distribution as set out below:

- (1) The free distribution will be made to the shareholders of record as of 31st March, 1986 Tokyo Time (the record date) at the rate of three (3) new shares of each one hundred (100) shares; provided that any fractional new shares resulting from the allotment will be sold by the Bank and the proceeds thereof will be distributed to the shareholders according to their fractional shares.
- (2) The free distribution will become effective on 20th May, 1986.

Pursuant to Clause 6(H) of the Trust Deed for the Bonds, conversion price of the Bond will be adjusted, effective as from 1st April, 1986 Tokyo Time, as follows:
Conversion Price before adjustment: ¥1,672.00
Conversion Price after adjustment: ¥1,623.30

The Fuji Bank, Limited
5-5, Otemachi 1-chome
Chiyoda-ku, Tokyō, Japan

3rd March, 1986

UK NEWS

Minister rules out Sellafield closure

Financial Times Reporter MR KENNETH BAKER, the Environment Secretary, said yesterday the Sellafield nuclear processing plant in Cumbria would not be closed in spite of four radiation leaks there this year, most recently on Saturday.

He conceded, however, that the nuclear industry had not explained itself well enough, and said he was interested in the idea of an outside agency to oversee the industry.

Mr Baker said on television: "I really do not believe it is necessary to close Sellafield." He said there had been incidents at the plant, several of which were "quite minor". But he denied there had been secrecy at Sellafield: "I think they are very open."

Mr Baker said: "The reprocessing has to go on. You simply just could not close it. Safety inside the plant and outside is the prime consideration."

"This is the most regulated industry in the country and very minor incidents have to be reported. I am not saying they should not be reported, but they should not be exaggerated."

He added that public fears of radiation were "like fears of witchcraft in the Middle Ages" - but the nuclear industry itself had not explained itself openly enough.

Mr Jack Cunningham, Labour's Shadow Environment Secretary, whose constituency includes Sellafield, said the application of the Official Secrets Act had "bedevilled" the nuclear industry, and its use had to be dropped.

Britain needed a civil nuclear power programme, and Sellafield was an indispensable part of it. But the plant should be managed more effectively than in the past.

Five employees of British Nuclear Fuels (BNFL) were contaminated with plutonium in the Saturday incident at Sellafield, writes David Fishlock in London.

They were among a dozen employees who were in the self-contained plant at the time. All went home for the weekend.

BNFL said yesterday there were no signs that radioactivity had escaped from the sealed concrete unit and contaminated the production plant.

Britain to play role in Star Wars space test

BY PETER MARSH

BRITAIN will take part in an important US Air Force space experiment related to the Strategic Defence Initiative (SDI) to try out equipment for a surveillance satellite for spotting missiles.

Under the \$500m experiment, labelled Teal Ruby, Royal Navy vessels and aircraft from the Royal Air Force will act as "targets" for the satellite, to be launched either from a US space shuttle or an expendable rocket.

Engineers at the Royal Aircraft Establishment at Farnborough, southern England, will help US military scientists evaluate information from the project. They will examine the degree to which emission of heat from ships and aircraft can be spotted by Teal Ruby's infrared sensors.

The Pentagon's SDI Organisation, which runs the \$26bn Star Wars research programme, is interested in the results because this type of infrared radiation is similar to that emitted by the warm casings

of missiles after their motors have stopped firing. Some data from Teal Ruby may be sent directly to a Defence Ministry satellite station at Oakhanger, near Farnborough.

News of Britain's involvement in Teal Ruby - sponsored jointly by the US Air Force and the Pentagon's Defence Advanced Research Projects Agency - comes as the US and UK continue to explore ways to participate in SDI research.

Britain is the first US ally formally to declare it wants to take part in the project, aimed at defining techniques to defend the West against enemy missiles. Methods to locate missiles as they cruise through space after firing are a key part of the SDI programme.

Britain and the US are discussing specific collaborative programmes likely to be worth about £5m to UK companies and Defence Ministry institutes in the first year.

Teal Ruby, a 1-tonne satellite which will fly over the north and south poles some 750 km above

Earth, was scheduled to enter orbit in July on the space shuttle Discovery before delays to the shuttle programme following last month's explosion which destroyed Challenger soon after take-off.

The Air Force may turn to an expendable rocket, such as an Atlas, to launch Teal Ruby if the shuttle delays prove lengthy.

The original aim of Teal Ruby was to try techniques for future generations of early-warning satellites which would spot air attacks. After the launch of the SDI programme two years ago, the brief for the mission was extended to cover ways of spotting missiles. Teal Ruby is listed in Pentagon documents as an ancillary programme to Star Wars.

Canada and Australia will also help in the Teal Ruby exercise. Some work done in the UK will be given to private companies, including Smith Associates of Cobham, Surrey which has a contract from the Defence Ministry to evaluate Teal Ruby data.

David Brindle on the latest in the teachers' pay dispute Schools deadlocked by conflict

WHAT is holding up settlement of the teachers' pay dispute in England and Wales?

As the unions and employers today try again to fix a deal after the failure of about 18 hours of talks last Thursday and Friday, it is tempting to attribute the deadlock to spitting tactics by the National Union of Teachers (NUT), the largest teachers' union.

Tempting, but mistaken, while attention has been focused on the NUT's threat of High Court action to stop the five other unions settling, the more immediate problem lies elsewhere.

To make progress today the employers and the five smaller unions will have to move a considerable way from their entrenched and conflicting views on what would constitute "normal" working by teachers after the dispute ends.

The proposed deal agreed in principle by the five unions through Acas, the conciliation service, five weeks ago stipulates "a return to full normal duties."

According to the employers, this means teachers doing all they were doing in January 1985 before the dispute. According to the unions it means teachers doing only contractual duties and not voluntary activities.

The employers, knowing that the smaller unions stand to lose face if the 6.5 per cent deal breaks down as the NUT wishes, are intent on pressing the advantage and insisting unions tell their members to "resume voluntary activities."

The unions, knowing many of their members will not return to the pre-dispute ways and aware that the question of voluntary activities will be at the heart of forthcoming negotiations on a new teacher contract, say they cannot afford to compromise any further.

A joint statement reached at Acas in the early hours of Friday morning said the position of each union "reverts to that in force before the dispute began."

In the cold light of day, however, this was seen by both sides to do little to solve the problem.

Having already given ground (ac-

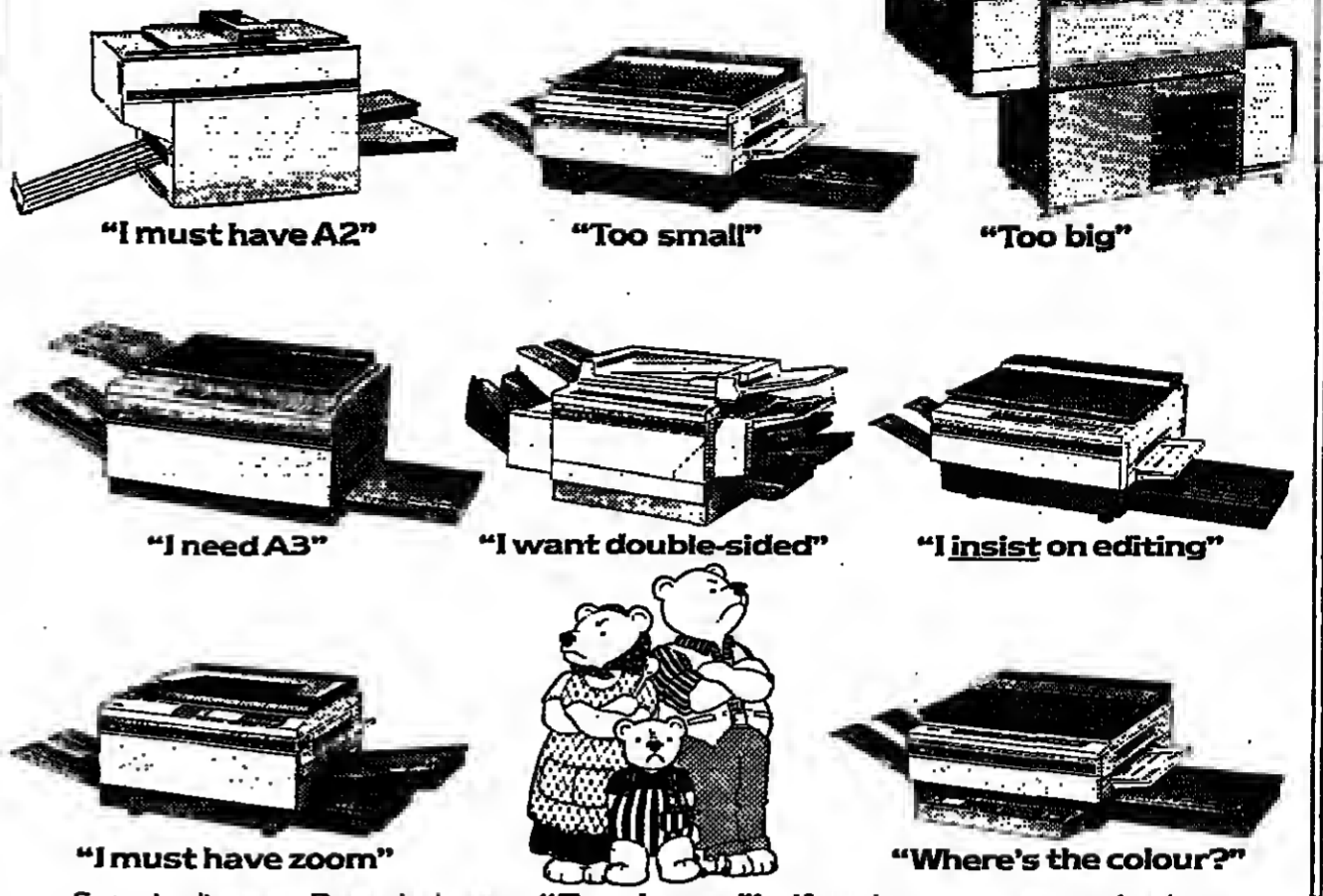
cepting, for example, that the employers would not agree to withdraw warning letters on the voluntary activities issue sent to teachers by about 70 education authorities) the unions say they are backed up to a wall which will collapse if the employers push any further.

Meanwhile, the NUT has warned of a full-blooded legal challenge to the deal being considered. The union argues that the pay committee can deal only with salary issues and is therefore not competent to consider a settlement linking pay and service conditions in what it sees as a trade-off.

There is speculation that the NUT will not go through with its threat of seeking a High Court declaration on the matter but will fall back to fight the deal in the service conditions committee.

However, the smaller unions say the employers agreed at Acas last Friday that they would regard the deal as ratified once it has been through the pay committee regardless of the service conditions committee.

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UK NEWS

Cut in advance defence payouts 'an incentive'

BY BRIDGET BLOOM, DEFENCE CORRESPONDENT

THE GOVERNMENT'S decision to cut advance payments on defence contracts is specifically not aimed at small businesses, according to Mr Peter Levene, chief of defence procurement at the Ministry of Defence.

The prime purpose of the new measures, which were announced in outline by Mr George Younger, the Defence Secretary, was to give industry the incentive to perform both to time and to cost on longer term and, in general, large defence contracts, Mr Levene said.

The measures announced late last month by Mr Younger would reduce so-called interim or progress payments on a wide range of de-

fence business, currently amounting to more than £2bn a year.

Mr Younger said the ministry intended to withhold "a significant part of the payments until such time as the goods are produced, prove to meet our requirements, and are suitable for use by the armed services."

The process by which up to 100 per cent payments were made before delivery would stop, as would all interim profits payments, Mr Younger said.

Mr Levene said in an interview with the Financial Times that the Government had agreed after consultations with the National Defence Industries Council (NDIC)

last week to implement the new policy gradually and flexibly.

It is understood that the NDIC, which includes Defence, and Trade and Industry ministers and senior industrialists, had what one participant called a lively meeting, with considerable industry criticism of the new measures.

Negotiations on the new measures would take place on a case-by-case basis, Mr Levene said.

If US experience, on which Mr Levene has drawn, is a guide, amounts could vary between 50 per cent and 90 per cent of agreed contract prices, with an average for large contracts of about 65 per cent.

Output of engineering industries rises 6.5%

Financial Times Reporter

OUTPUT OF Britain's combined engineering industries rose 6.5 per cent last year. There was a strong recovery in mechanical engineering, which grew 6 per cent, its best improvement since 1974.

The Department of Trade and Industry said 21 of the 25 mechanical engineering industries reported higher output. Bot boilers and process plant fabricators - with the heaviest statistical weighting in this sector - showed only a 3 per cent rise.

The sharpest increases came in metal-working machine tools, up 20 per cent on the year, and mechanical power transmission equipment, which increased 19 per cent. The figures are seasonally adjusted.

Electrical and instrument engineering showed a 7 per cent rise, with electronic data processing equipment again leading the way in this sector with a 27 per cent increase.

The department said 14 of the 20 industries in this category showed increases. But the most heavily weighted industry, basic electrical equipment, fell 9 per cent.

BA 'confident' on flotation date

BRITISH AIRWAYS yesterday confidently predicted that its much-delayed sale to the private sector would take place this summer in spite of legal actions still pending in the wake of the Laker Airways collapse in 1982.

A settlement with the Laker liquidator was reached last year, but associated class actions by passengers alleging loss of cheap transatlantic fares as a result of the collapse are still pending. Two other suits have also been

filed, one by Mr Bob Beckman, Laker's lawyer, seeking compensation for former Laker employees, and the other by Ambassador International Travel, a Los Angeles travel agent, over alleged loss of business.

Mr David Burnside, British Airways head of public affairs, said yesterday that the only major legal obstacle to the flotation was the actions by former passengers and that the company expected a settlement when the case came to court on March 17.

"Once the class actions are out of the way the Government will be in a position to fix a date for the flotation and we are confident that it will be in June or July," Mr Burnside said.

The other two suits are minuscule by comparison. They will be fought through the courts and referred to in the prospectus as outstanding litigation, but they present no major financial contingency and do not present an obstacle to the flotation."

UK multinationals a 'pensions shield'

BY CLIVE WOLMAN

PENSION FUNDS should be able to nullify any adverse effects of the Labour Party's plans to cut back their overseas assets by investing in UK multinationals, according to an article in the latest issue of The Investment Analyst.

The Labour Party has proposed removing the tax privileges of those pension funds, and possibly also unit trusts and investment trusts, which invest more than 5 per cent of their assets overseas.

The primary objection of investment managers is that the proposed change would not allow them to spread adequately the risks of their clients. This would mean that the value of their investments might be tied too closely to the fluctuations of the UK stock market and economy. In the quarterly journal of the Society of Investment Analysts, Dr R. S. Thompson of University College, Cork, has published a statistical analysis of whether overseas investment by a UK company in which pension funds can hold shares is an effective substitute for portfolio investment by pension funds in overseas companies.

The study concludes that information about a company's overseas activities should be an important consideration when considering the spread of risk in a portfolio.

Another article in the journal suggests that investors do not need to buy shares in more than about 10 UK companies to achieve a satisfactory spread of risk. There are few additional benefits to building up a portfolio of more than about 20 stocks.

TV licence fees 'vital'

FINANCIAL TIMES REPORTER

THE licence fee should remain central to Britain's broadcasting system, Mr Stuart Young, chairman of the BBC, said yesterday. He warned that the introduction of advertising on the BBC would affect the independence of the ITV companies as well as itself.

Mr Young told Cambridge University Conservative Association that, because the BBC did not depend on commercials, the independent companies were able to maintain their own freedom from the sectional interest of advertisers. "That might well not be the case

if both halves of the national broadcasting structure were commercial, and if an advertiser or a sponsor were able to say to both of them: "Unless you make changes to your schedules and trim your programmes to my liking, the advertising on which you depend could be placed with your competitors," said Mr Young.

If licences were phased out, said Mr Young, British broadcasting would become "ruthlessly commercial" with the consequent loss of programme range and quality.



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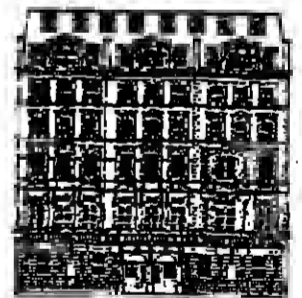
We warn you: thousands of shops lie in wait. In their windows, artfully displayed, are tantalizing hints of the pleasures lurking inside. Softly burnished leather glows, wordlessly begging to be caressed and smelled. How can you stand outside? Down the street are porcelains, lovely to look at but waiting to be handled for their poise, held up against the light in appreciation of their pale translucence.

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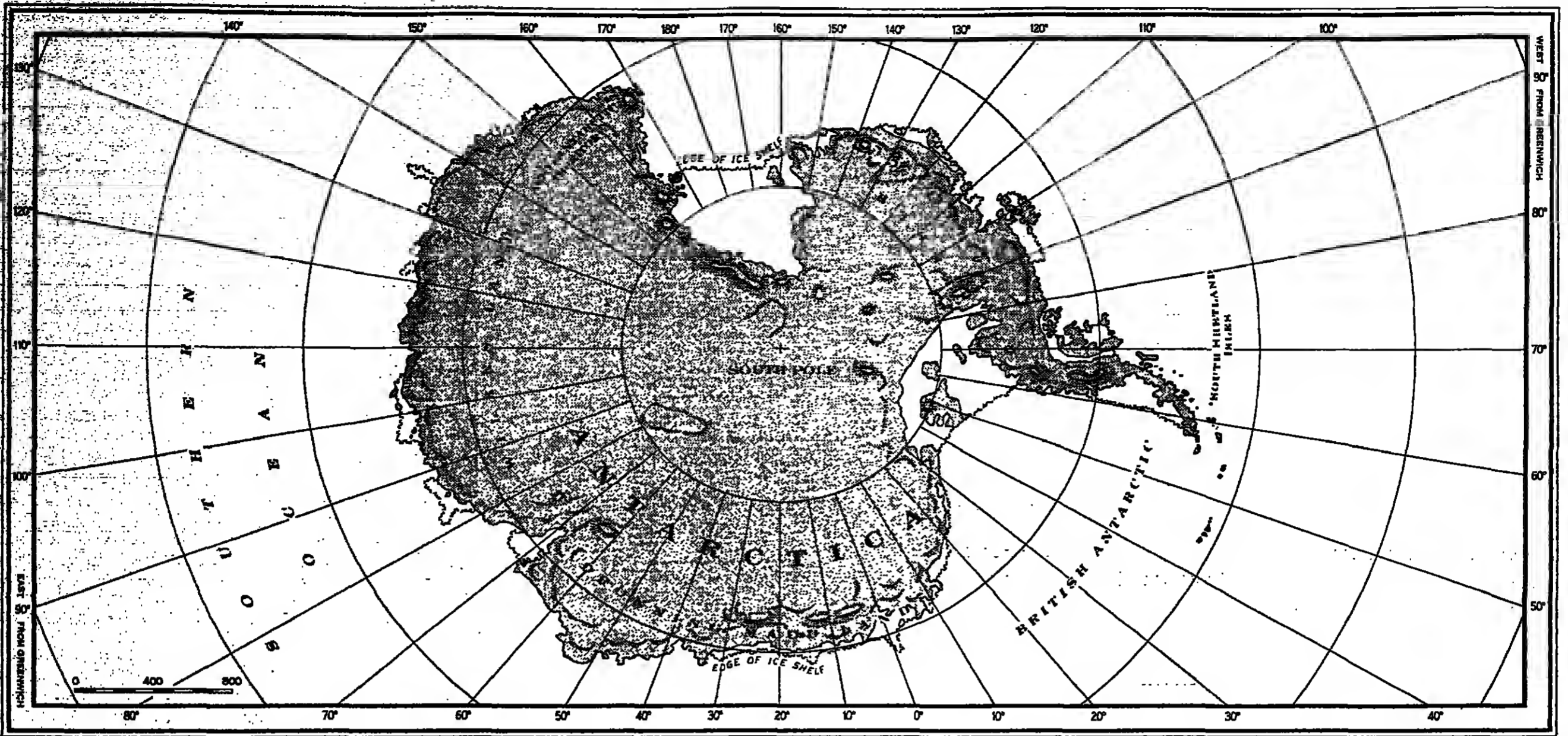
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Naturally, it's essential to make a detailed study of the local tax laws in each country involved.

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This service would be valuable even if tax laws stood still from one week to the next — which they don't.

It's easy to see what an enormous problem this can become for the manager

who gets tax ideas from the grapevine or the golf course.

For example, one of our clients (an international service company based in Europe) acquired an American company operating in the same sphere.

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If they had gone ahead with the original proposals, the tax advantages in the U.S. would have been wiped out by a large reduction in foreign tax credits at home.

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Bahrain	Norway
Belgium	Poland
Canada	Portugal
Chile	Spain
Colombia	Switzerland
Costa Rica	Taiwan
Cuba	Texas
Denmark	U.K.
France	U.S.A.
Germany	U.S.A.
Greece	U.S.A.
Hong Kong	U.S.A.
India	U.S.A.
Indonesia	U.S.A.
Italy	U.S.A.
Japan	U.S.A.
Jordan	U.S.A.
Korea	U.S.A.
Lebanon	U.S.A.
Liechtenstein	U.S.A.

One of the world's largest firms of accountants and consultants with 490 offices in 71 countries.

firm's accountants recommended a restructuring plan to help the holding company get the best tax benefits from their deal.

When the new management team asked KMG to review this plan, we found it overlooked a vital protocol recently added to the tax treaty between the two countries involved.

appears, at first glance, to provide an attractive opportunity.

But only local experts with regular contacts at government level can read between the lines and assess whether the risks outweigh the benefits.

Above all, international tax planning is never an end in itself, but one of many options to be considered when

Design and Construct



Dialback solution to beating fraud

COMPUTER fraud and penetration of apparently secure computer systems have suddenly become hot topics. One answer is the dialback modem, a device which makes it just that little bit more difficult to break into a computer system.

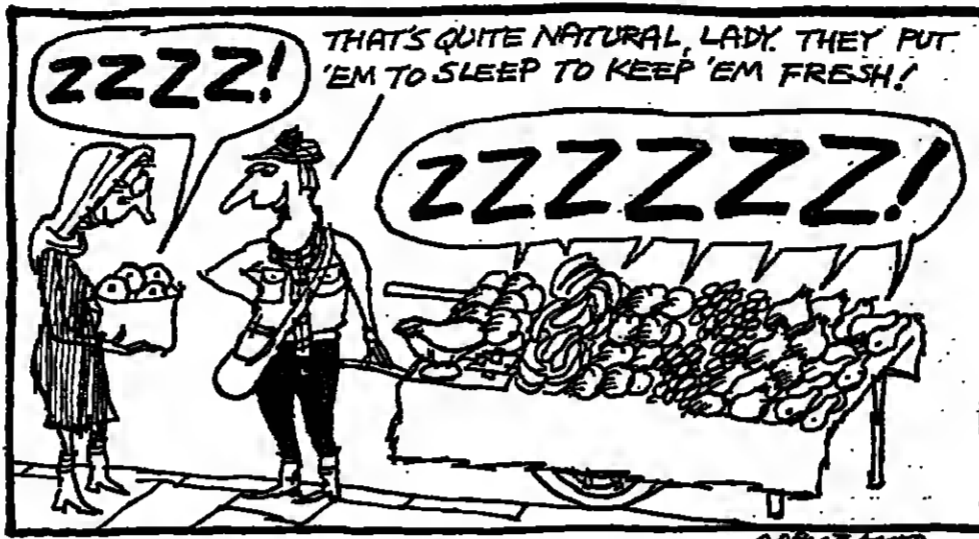
TECHNOLOGY

Christopher Parkes on a new technique for extending the shelf life of fruit

Why sleepy bananas stay fresh longer

THE NOTION of an anaesthetised banana may be difficult to grasp, but that is the image Mr Frazer Imlie conjures up to describe the fruit preservation process perfected by his company, Semperfresh Bio-Technology.

intake of oxygen while allowing out almost all the carbon dioxide produced in the treated fruit. Apart from greatly extending shelf-life, a micro-film of Semperfresh allows shippers to transport cargoes at higher temperatures than those required even for waxed fruit.



1960s and has since been worked on by several international sugar companies—after he retired from Tate and Lyle in 1982 following a career in research and development.

firm, large-scale orders are on the way. This is largely due to the meticulous marketing effort put in over the past two years.

These companies between them account for 70 per cent of world trade in fresh pineapples. The fruit is usually transported in cooled ships and commonly suffers from chill damage which

can result in up to 30 per cent of a load being marred by the development of brown spots in the flesh. Cargoes anaesthetised with Semperfresh and shipped at 12 deg C compared with the usual 8 deg C, have been landed with only 4 per cent suffering from internal blemishes.

all that out because we have got a magic powder," he says. But, he adds, Semperfresh offers a valuable adjunct to conventional preservation and transport methods, possibly doubling the shelf-life of fruit imported chilled.

Sanwa's added reach in corporate finance can do a lot for your business



A wider range of services

The Sanwa Bank, one of Japan's top financial institutions, now offers a wider range of services for corporations than ever before.

estate loans, lease finance, credit lines, guarantee services, mergers and acquisitions, investment and trade consulting services, etc.

A more extensive network

In today's sophisticated financial environment, global connections are as essential as local expertise.

ported everywhere by the rest of the Bank's vast international network and by a client base in Japan that is among the nation's largest and most diversified.

The world's 7th largest bank

Forward-looking banking made Sanwa what it is today: the world's 7th largest bank*, with total assets of over US\$109

billion and the highest credit rating in international finance. Backed also by the advanced SAN LINE INTERNATIONAL cash management system, Sanwa's specialists continue to pioneer services to meet the emerging needs of client corporations.

Sanwa bankers are working for you everywhere.



*1984 Institutional Investor survey

Compact disks take on database role

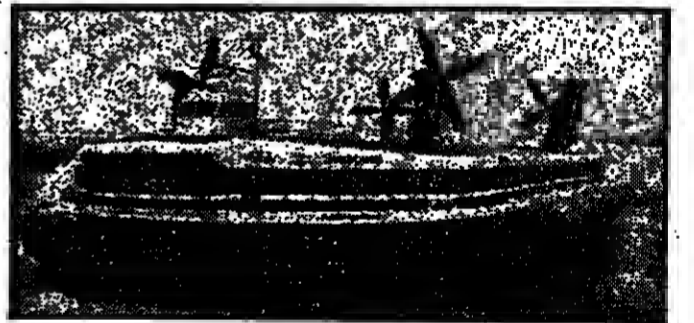
COMPACT LASER DISKS, developed from technology used in home hi-fi systems, are catching on as databases for personal computers. Two newly announced services aim to supply disks containing pre-recorded information which can be retrieved using special "read-only" players attached to computers.

WORTH WATCHING

EDITED BY GURFF CHARLSON

FIBRE OPTIC communications on 32 two-way channels over distances up to 4000 metres is offered on a system from Swedish company Fiberdata AB of Bromma (8733 9190).

COMPUTER INTEGRATED manufacturing (CIM) will be a major target for a new company set up by the Krupp group in Essen. Several Krupp companies involved in process control and automation have merged to form Krupp Atlas Data-system.



Production of skirts for SRM4 hovercraft has been improved by a new cutting technique.

HOVERCRAFT SKIRTS are being cut with 50,000 psi water jets at British Hovercraft Corporation under the control of a programming system developed by Kongsberg Systems Technology, part of the Norwegian engineering group.

It was the development of these high efficiency skirts, using computer design techniques, which enabled the SRM4 craft to double its payload while offering an improved ride.

The new guided cutting technique has eliminated paper templates and manual cutting by knife, improving productivity and quality.

ITEM IDENTIFICATION for automated manufacturing systems is made easy using a non-contact system developed by Karl Hertel of Nuneaton (0523 38279).

To identify work pallets and tools for example, a special 32 bit memory chip carried in a hermetically sealed protective capsule is fixed to the item.

Each chip is programmed with a unique number and by magnetic induction, the data is picked up by a trackless sensor while the labelled item is on the move.

METROPOLITAN POLICE communications should benefit from work by International Computers and by Eosys, the information technology consultancy. ICL will design an advanced computer control system which will give increased, fast access by policemen to the Met's computer-based services.

Eosys, under a DTI contract, will undertake a six month study to define a communication architecture and examine the feasibility of using OSI standards to support current and planned Metropolitan Police information systems.

MANPOWER SAFETY on tall construction from which workers might fall is provided by a continuous wire and attachment system from Latchways of Calne, Wiltshire (0249 816326).

Using the Transfastener, the man's attachment strap slides continuously along a steel wire and can pass through or round the wire attachment points on the building without at any time detaching itself from the wire.

The user has complete freedom of movement and does not have the distraction of re-attaching his safety hook after negotiating obstacles.

WIRE HARNESS design for the electrical and electronic industries is provided by a new computer-aided design software package from Computervision of Basingstoke (0256 58135).

Called CV-PAC, the system runs on a Commodore C64 6400 system and can reduce the time and cost of wiring design and development by a factor of two or three, says CV. It eliminates the need to build costly scale models and prototypes.

CERAMIC WARE production times can be reduced using a new casting machine from Ceramic Microwave Products of Stoke on Trent (0782 24491).

Made under licence from Refac Corporation of New York, the machine projects microwave energy into the filled moulds to give efficient use of the heat and a reduction in set-up and release times of up to 70 per cent.

Andrew Gowers on Britain's beleaguered dairy monopoly

Trying times for the Milk Board

THESE ARE not particularly happy times at the Milk Marketing Board (MMB), the giant farmer co-operative which dominates Britain's 280m-gallon-a-year dairy industry.

Already battered by milk production quotas, the Board—which has a monopoly over milk supplies in England and Wales—is now under increasing legal attack on several fronts from elsewhere in the EEC and locked in a struggle with the independent dairy companies. It sells to over the future of its large manufacturing and commercial division, known as Dairy Crest Foods.

At stake, as far as both the MMB and the dairy companies are concerned, is the balance of power between buyers and sellers in a business riddled with surplus production capacity, byzantine pricing practices and Government interference.

The dairy companies, such as Express Dairy, Unigate and Northern Foods, have never sat particularly comfortably alongside what amounts to a national producer cartel. And the European Commission, like Britain's EEC competitors, has looked askance at the MMB since the UK joined the Community in 1973.

But its troubles have come to a head again over the last couple of years. The first big blow was the imposition of milk production quotas by the EEC in April 1984. Years of output expansion were suddenly thrown into reverse, and some of the Board's heavy investments in creameries to process the extra milk were left high and dry.

It has since shut five cheese creameries and mothballed 20 per cent of its butter and powder plant. But there is still a problem with excess capacity—and one that will get worse again after another EEC milk production cut planned to start this year. The Dairy Trade Federation, which represents the independent companies, reckons that 40 per cent of butter-manufacturing capacity in England and Wales—or about 70,000 tonnes—will be in surplus once that takes effect.

As if that were not enough, the Milk Board faces three other more or less imminent challenges.

The UK is in the dock of the European Court in Luxembourg over its former pricing arrangements for milk destined to be processed into butter. If it loses, the consequences could be very costly.

The Irish Dairy Board has a parallel claim against the MMB in the British courts: for damages totalling £12m.

• The UK is also coming under

increasing pressure to allow imports of pasteurised milk, which would be a severe blow to the MMB monopoly.

• But perhaps the most serious immediate question for the Board concerns the long-term future of its commercial division, Dairy Crest Foods, which has been an increasingly aggressive presence in selling manufactured dairy produce in the high street.

This has been a matter of increasing contention between the MMB and the independent dairy companies over the past few years, with the dairy companies arguing that Dairy Crest is an unfair competitor. But the issue has been brought to a

deficiency payments from the taxpayer; the companies benefited from guaranteed profit margins under arrangements hammered out annually with the Ministry of Agriculture; and consumers had little cause for complaint because they had access to unlimited imports of cheap manufactured dairy produce from countries like New Zealand, Australia and Canada.

However, the rules of the game changed fundamentally when Britain joined the EEC. Dairy produce imports from the Commonwealth were sharply curtailed and were replaced by a tide of sales by other Community countries, chiefly Ireland, Denmark, France and the

supplier, the Board was becoming an extremely important user of milk alongside the independent companies. And in 1979, it set the seal on this move by acquiring 16 large creameries from Unigate. As a result, Dairy Crest became the largest cheese and butter manufacturer in England and Wales, with 70 per cent of all butter-making capacity and 40 per cent of cheese manufacture.

This deeply unsettled the dairy companies; and their worries turned to fury when they saw Dairy Crest expanding aggressively into the own-brand marketing business in the early 1980's.

But the dairy companies have other, potentially more serious charges. They say that Dairy Crest is an unfair competitor; that it is not operating completely separately from the Board or "on an equal footing" with them as it is required to be under EEC law. It was to look into these complaints that the Ministry of Agriculture eventually set up the inquiry into the relationship between the MMB and Dairy Crest by Touche Ross last year.

Its findings, while expressed in cautious accountant's language, could prove to be extremely damaging for the underlined two essential points: that Dairy Crest has not performed as well financially as an independent company would be expected to, and that its strategy has been substantially influenced by the overall interests of the Board—that is, by the interests of milk producers rather than the strictly commercial interests of a milk processor.

The dairy companies are intent on using the Touche Ross conclusions to force the Milk Board to sell off Dairy Crest, and to return the MMB to its buyer of last resort function. The MMB's long-serving and powerful chairman, Sir Steve Roberts, replies bluntly: "That business is not for sale."

But behind all the Board's fighting rhetoric lie fears of a more fundamental realignment in the industry. If it were to sell off Dairy Crest, the buyer would almost certainly be one of the independent dairy companies. And if that happened, five powerful companies would have 85 per cent of all milk processing capacity in England and Wales—companies which all buy milk at the same prices and, according to many observers, are not particularly energetic competitors among themselves.

That is a concentration of power against the producer which fills the men of the Milk Board with foreboding.

KEY FIGURES (year ended March 31)

	1984	1985
Milk Marketing Board turnover	£2,438m	£2,278m
Dairy Crest Foods turnover	£974.5m	£899.5m
Dairy Crest Foods profit (available for producers)	£4m	£18.3m
MMB staff	13,454	12,403
of which Dairy Crest staff	10,484	9,441

head by the publication in January of a Government-commissioned report by management consultants Touche Ross which criticised key aspects of Dairy Crest's operations.

This dispute goes to the centre of the historical web of anomalies and peculiarities in Britain's milk marketing arrangements.

In most other EEC countries milk is produced and processed by a series of regional farmer co-operatives which control almost every link in the production and marketing chain. Nowhere else does a body with national monopoly power over milk supplies sit alongside a group of privately-owned companies which buy and distribute its product.

This concentration on both sides of the industry has its origins in the 19th century, when the railway boom encouraged private investment in collection and distribution networks for milk beyond and between individual regions. The power which such companies could wield in setting prices among a fragmented, disorganised and, by all accounts, dairy impoverished collection of dairy farmers was immense. As a result, the Government decided in the early 1930's to try and offset this influence by grouping the farmers together under a series of statutory marketing boards.

For years the new structure seemed to work—subject to occasional bouts of grumbling from the dairy companies. The farmers enjoyed protected incomes by supplying Britain's large and high-priced liquid milk market, and receiving

Netherlands. Deficiency payments were supplanted by the Community's system of intervention buying of butter and skimmed milk powder.

At the same time British farmers were actively encouraged by successive governments to maximise output, and dairy companies invested heavily in cheese plants to process their expanded production and to cash in on improving returns from the manufacturing side.

In addition the Board, which has a legal obligation to buy all milk produced in England and Wales, was faced with an urgent need to invest in extra manufacturing plants in order to process milk into the products which directly received EEC price support—namely, butter and skimmed milk powder (SMP).

The commercial companies—seeing poor returns from these products—were not enthusiastic about undertaking major investments, according to Board officials who were involved in discussions with them in the early 1970s. "By default, the Board was forced to spend a lot of money on new butter and SMP plants," says one.

That sowed the seeds of the present conflict. The Board had been involved in commercial activities—in addition to its prime function of selling milk on to others—almost since its inception. But it was usually at the margin, buying small creameries or liquid milk businesses which were on the verge of bankruptcy and whose collapse would have deprived it of an essential outlet for milk.

The investments undertaken in the 1970's were a major departure, as well as the monopoly

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what would be your attitude?

It depends on whether you like having a choice. Now, after BT, we're the biggest supplier of mid-size systems in Britain. From 2 extensions upwards we offer a range of the world's leading systems. And we install AND maintain them for you.

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How do you choose the best location with so many others in the running?

Washington

In Nike's case they used simple logic. As the world's leading running-shoe manufacturer, parented in the USA, they knew exactly what a Nike-UK operation needed: fast and efficient distribution; a highly motivated workforce; keen local suppliers; and an environment which would appeal to relocated management personnel.

Nike looked at 6 sites, most of them near London and they chose Washington, Tyne & Wear.

So how much of what they wanted did Washington give them?

For a start, they enjoy better distribution with lower overheads than they'd get in central England. The local workforce is enthusiastic. First-class suppliers are on their doorstep. Relocated personnel have all the advantages of lower cost housing and the extensive amenities of the North East.

And that's not all.

Within one year of settling into Washington, Nike turnover had doubled. So did the workforce. After 3 years, Nike sales were up 20-fold. The company is well embarked on a programme of expansion that will probably bring them to within panting distance of Adidas in the general sports-gear market.

And they did it all from Washington, with the help of the best financial package available to any development area in Britain.

In the words of Managing Director, Brendan Foster: "The best thing Nike ever did was to set up their company in England; the second best thing they did was to set it up in Washington."

If you'd like to learn what Nike learned, contact Norman Batchelor, Washington Development Corporation, Usworth Hall, Washington, Tyne & Wear. Telephone: (091) 416 3591. Telex: 537210 DC WASH G. It will help your business to walk. Running comes later.

Washington. Profit from our experience

THE MANAGEMENT PAGE

WHEN Dr Fritz Leutwiler drove up to Brown Boveri's headquarters last June for his first day's work as chairman...

Less than six months later he unveiled a far-reaching management re-organisation, and a move to reassert control over Brown Boveri's large West German subsidiary...

The plan nevertheless leaves unanswered the question of whether a lone stranger, even one with the proven toughness and incisiveness of Leutwiler, can have a sufficiently catalytic effect on what has recently appeared to be a sluggish, disoriented management...

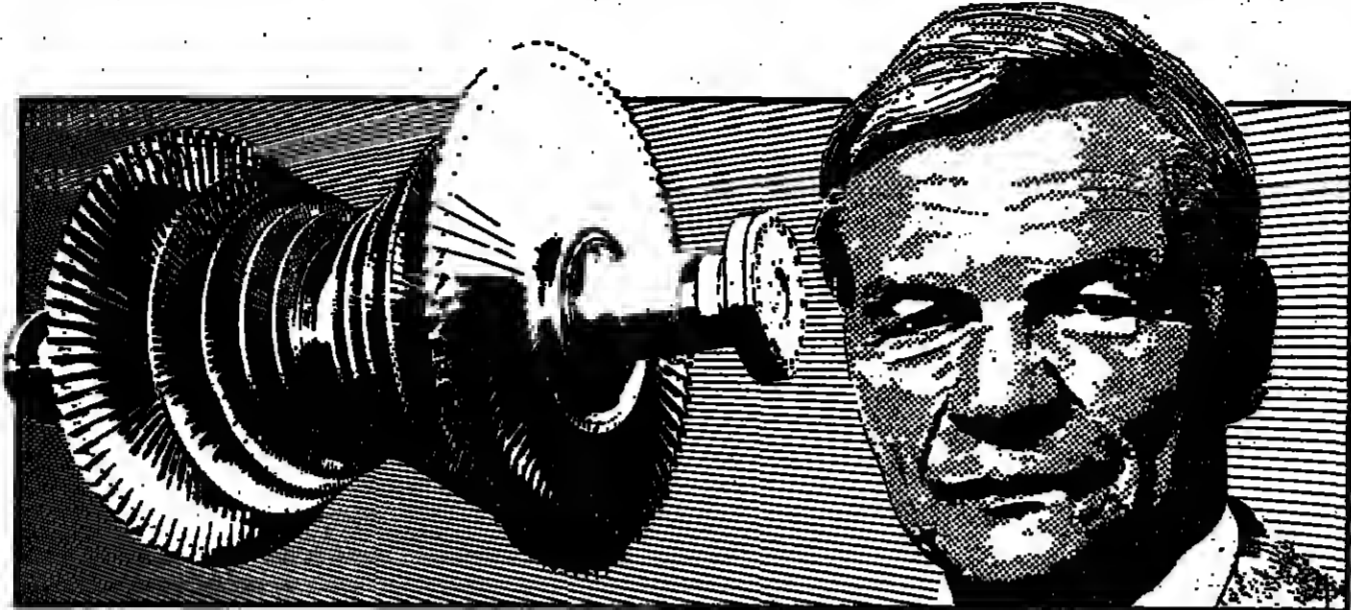
Even after retrenchment, its electrical business in 1985 was still bigger than the comparable operations of Britain's General Electric Company...

The restructuring, which should be completed by the autumn, will essentially shift the emphasis within the multinational from geographically based profit centres to 24 product divisions...

Brown Boveri

Switzerland's lone ranger stages a new showdown

William Dulforce on Fritz Leutwiler's bid to revitalise a troubled engineering giant



Turbines and other power plant still account for half Brown Boveri's sales. One of Leutwiler's prime tasks is to diversify.

grown by only 29 per cent in the 10 years to 1984, compared with increases of 396 per cent for Asea, 367 per cent for General Electric and 133 per cent for Siemens.

In its core business, where customers are power corporations and utilities, or public transport monopolies buying products they expect to last for a quarter or half a century, this approach may be necessary.

In its core business, where customers are power corporations and utilities, or public transport monopolies buying products they expect to last for a quarter or half a century, this approach may be necessary.

The restructuring is not a clean break with the past; Baden hopes to retain some of the advantages of its widespread sales organisation and its national company relationships.

control. This aim has now been realised.

The main thrust of the December reorganisation is, in Leutwiler's words, to "move the emphasis from the region to the product" and to create an entrepreneurial mentality among the heads of the newly created divisions.

The test of the reorganisation will come at this level. "Everything depends on the quality of the divisional managers," Leutwiler acknowledges.

He is forthright about what he expects from them. "Our competitors lose money where we are losing (in power generation and distribution) but they make money in other fields. We can afford to go on losing (in those two areas) for some five or six years in order to retain some capacity, but we must have more divisions generating profits and with important shares of total turnover."

High technology products already account for between 16 and 20 per cent of group sales compared with 10 per cent five years ago. Brown Boveri's technical competence is not questioned by its critics but analysts have pinpointed a hesitancy in management to fund promising projects.

He is no diplomat

IT WAS a childhood dream come true for Fritz Leutwiler when he became chairman of Brown Boveri. Leutwiler was born and grew up in Baden, the thermal spa resort where in 1891 Charles Brown, an Englishman, and Walter Boveri, a Bavarian, built a power station and founded a Swiss multinational.

Leutwiler's father worked for a small family-owned company in the town; the son was left with a determination never to work for a family economy. After graduating in economics he wanted to go into industry but at that time "Brown Boveri did not know what to do with a macro-economist."

Instead, Leutwiler made a career in central banking which culminated in the presidency of the Swiss National Bank and the chairmanship of the Bank for International Settlements in Basle.

Pegasus rules in the world of accounts software and the company has hopes of an even larger market share.

The Pegasus accounts program enjoys a clear lead over other packages on the IBM PC.

The top-selling business software package during April and May (yes, a long time ago, but these figures filter through slowly) was not Lotus 1-2-3, but Pegasus...

The July survey disclosed accounting programmes, with Pegasus leading, as the best selling PC package.

Pegasus Business Software is a good mid-range system that has achieved solid success in the UK since its launch in late 1981.

Confident of a good audience, IBM is building a film theatre onto its stand to screen such software as Pegasus Business Systems.

TOP 20 SOFTWARE

Table with 4 columns: Title, Type, Publisher, RRP, Market share. Rows include Pegasus, Lotus 1-2-3, dBase 3, and Wordstar 2000.

Probably the best selling package available on a micro is Pegasus, with well over 40,000 modules sold. It is a well written and easily understood package and yet shows a high degree of sophistication.

Software Directory - Pegasus. Highly recommended.

Clip the coupon.

with press reviews like these what more can we say?

PEGASUS SOFTWARE

The first name in business accounting software. Sales Ledger • Purchase Ledger • Nominal Ledger • Invoicing • Sales Order Processing • Stock Control • Job Costing • Payroll • Bill of Materials. All modules incorporate the Pegasus Report Generator. Systems for the Single or Multi-Station user. New! Pegasus Information Manager • Pegasus Incomplete Records System.

Coupon form with fields for Name, Address, Telephone, and checkboxes for 'I would like to see Pegasus Software in action...' and 'Please send me further information...'

Northwestern University 1986 Management Development Programs. Institute for Management, Institute for International Management, Executive Development Program.

Gaining a competitive advantage. An International Conference for Senior Executive Management on Developing Successful Strategies in Service Industries.

BASE LENDING RATES table listing various banks and their interest rates for different types of loans.

A. F. I. Atlantic Financial International N.V. Secured Adjustable Rate Notes due 1994.

Company Notices. NOTICE IS HEREBY GIVEN that the Financial Book of the Company will be closed from 1st March 1986 to 31st March 1986.

THE ARTS

Architecture/Colin Amery

The value and stimulus of competitions

It was the competition for the bronze north doors of the Baptistery, Florence Cathedral...



Competitions produced London's Law Courts and the new Coventry Cathedral but both choices were controversial

This kind of seminal artistic event demonstrates the cultural value of the competition system...

kind of high octane energy to the idea. He did not think it through. His legacy was the debate on the Hampton site...

and are uncertain of the best way to proceed. The DoE document has some wise words about the briefing of architects...

In the German Federal Republic it is mandatory for all publicly funded buildings to be subject to the competition process...

It is timely to add competitions that are well run and totally fair to the enlarged process of public debate about architecture...

Across from the Garden of Allah/Comedy

Michael Coveney

The trouble with Charles Wood's new comedy at the Comedy is that the play posits a single comic notion and wits for lack of inspiration and ideas thereafter...

and his wife are 50 years old. Douglas has received champagne and flowers from a mysterious Cynthia...

ing of Monroe, Chaplin, Fields and the rest; urban aggression is bintad at in a soundtrack crossfade of Lou Reed's "Walk on the Wild Side"...

Baroque operas/Geneva and Lyons

Ronald Crichton

Geneva and Lyons are both among Europe's most successful opera houses. Geneva has the larger, grander house with a high, vaulted ceiling...

that for me kills this music dead. Danielle Bost (Dalinda) started in the same way but warmed to her work.

self and twice steals him from Scylla. At the end Circe pretends to relent but after the lovers' betrothal feast dismisses Glaucus with contempt...

The two cities on the now furiously rushing river Rhone are a fearsome pair of hags...

The producer Philippe Lemaël, an expert in baroque theatre, had the courage to adapt its methods to the modern stage...

Howard Crook (Glaucus) is a good high tenor who can declaim clearly as well as negotiate quick bravura—unfortunately missing high-tenor heroics...

Nicholas Kraemer conducted. The Suisse Romande orchestra gave him time, respect and play...

The effect was like an English Bach Festival Rameau performance with more scenery and greater unity.

No correction at all required for the chorus, which consistently gave the soloists a large unheeded lesson in clear diction.

As the King of Scotland, Stafford Dean sang his lurching aria in the central act with imaginative stylisation.

He had won the VC in Afghanistan in the late 1870s and among his many other honours were the OM, the GCB, the GCSI and on and on...

All can now be had for an estimated \$50,000-£60,000 at a Sotheby's sale on Thursday of orders, medals and decorations.

Amsterdam, Concertgebouw. Hubert Soudant conducting the Netherlands Philharmonic...

Rotterdam, De Doelen. Recital Hall. Rotterdam Philharmonic Chamber Ensemble. Schubert (Wed). (142811).

Today Christie's is offering the largest single collection of Fulda-ware outside West Germany.

Chicago Symphony (Orchestra Hall). Daniel Barenboim conductor and pianist. Mozart and Tchaikovsky (Tue); Beethoven, Schubert, Stravinsky (Thur). (455912).

Chicago Symphony (Orchestra Hall). Daniel Barenboim conductor and pianist. Mozart and Tchaikovsky (Tue); Beethoven, Schubert, Stravinsky (Thur). (455912).

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Il trovatore/Covent Garden

Max Loppert



Rosalind Plowright

more tired and loosely cast than the last, each one lacking in almost every kind of ensemble purpose...

Every kind of routine is lethal. Peter Stein is quoted as insisting in the Otello programme booklet...

Lunchtime concerts

The South Bank

The South Bank is to run its first series of lunchtime concerts from March 11 to April 8...

Arts Guide

Music/Monday, Opera and Ballet/Tuesday, Theatre/Wednesday, Exhibitions/Thursday. A selective guide to all the Arts appears each Friday.

Feb 28-Mar 6

Table with columns for location (MILAN, BRUSSELS, LONDON, MADRID) and event details (concerts, operas, recitals).

We set more wheels in motion R J HOARE Leasing Limited

Kleinwort Benson With effect from 1st March 1986 the Kleinwort, Benson Limited mortgage rate will be 13.5% per annum...

NOTICE TO HOLDERS OF ITO-YOKADO CO., LTD. 5% Convertible Debentures Due August 31, 1993

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FOREIGN AFFAIRS



Mr Gorbachev at the end of his opening speech at the party congress last Tuesday

...the Soviet party congress last week, and no wonder at a rough estimate of 200 to about 40,000 words. Gorbachev will have known quite what to make of it, and he will wonder the language is often so heavily coded in convoluted SovSpeak, that only the initiated at the Congress will have taken away a clear idea of the message.

Even they may have had some difficulty. Contradictory meanings can be drawn from the text to the point where one may legitimately wonder if it is the confusion of two opposing schools of thought. Take the long sections dealing with economics. Most commentators have focused on Mr Gorbachev's denunciations of economic inefficiency and his rejection of essential reforms, the shift of emphasis from quantity of production to quality of output, the shift of executive responsibility from central planners to individual enterprises.

But others have been struck by the abandonment of the prescriptions for reform, and have speculated that the new leadership is really aiming less at radical changes in the basic mechanisms of the economic system, than at a more dynamic, and slightly more modern application of the unwieldy apparatus. The ambiguity may not be entirely accidental. When, a few months ago, the Economics Institute treated me and two colleagues to a long and enthusiastic account of economic reform experiments which had been successfully conducted on a selective basis in various parts of the Soviet Union, and which would be generalised throughout the economy in the next couple of years.

The medium and the message

By Ian Davidson

"(This) is a world full of hope... But it is also a world overlaid with dangers and contradictions, prompting the thought that perhaps this is the most alarming period of history." The course of history requires ever more insistently that there should be constructive and creative interaction between states and peoples on the scale of the entire world... Such interaction is essential in order to prevent nuclear catastrophe, in order that civilisation should survive.

dark to some extent, as it were." The history of the post-war world has been a history of extreme certainty in Washington and Moscow about the right way to handle the confrontation with the other superpower. The trouble is that the certainty has changed every few years; in reality they have been, and are still, groping in the dark. To recognise uncertainty is not to solve the problem; but to acknowledge uncertainty may be a hint of future flexibility.

in holding empty talks." Well naturally, but what exactly are "empty" talks? A man who was prepared to meet President Reagan in Geneva last November and come away with nothing but a smile, will be prepared to meet him again on the same basis in Washington. That is what the whole speech says.

Lombard Steeplejacks and secretaries

By Robin Pauley

BRITAIN is being proved a nation of chumps—and male chauvinists—at that—the only way for women to gain true equality in the European countries. The latest instance was last week's judgment by the European Court in favour of the plain common sense more evident on any Clapham omnibus than in the corridors of power. The judges agreed that forcing a woman to retire at 60 or 62 against her will from a job in which a man would be allowed to stay until he was 65 is discriminatory and against EEC rules.

UK nuclear industry

From Mr S. Ghahib Sir,—You continue to present the AGR (British Nuclear Industry—The Break Year) (February 25) in the worst possible light. It has been pointed out on innumerable occasions that the AGR designs relevant to the policy decisions on the reactor type to be made in the UK are those at Humberston and Hinkley. Although prototypes, they were built in about eight years, and the cost escalation was only 17-18 per cent in real terms.

Letters to the Editor

Point B 2.64 and Drax (first half—the most recently commissioned coal-fired station) 2.68. In other words, nuclear power in Britain has not yet generated electricity more cheaply than coal. Philip Wright, Division of Continuing Education, University of Sheffield.

Currency options and corporates

From Mr C. Carter Sir,—Lex (February 25) continues its disparaging attitude to the use of currency options by corporates. Such a negative attitude from the Financial Times will undoubtedly discourage some corporates from using what has proved to be a vital tool in risk management.

How to convert your PC to an XT

Just insert tab A into slot B.

Just slip Hardcard into a single expansion slot inside your IBM PC, Compaq, Olivetti M24 or IBM compatible to expand it to the full XT performance with an extra 10 megabytes of hard disk storage.

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Medicine may be too strong

From Mr J. A. Foster Sir,—I read the article entitled "Why the world economy needs a financial crash" (February 18) with ever-increasing astonishment. The impression which it left on me was as though a doctor, seeing a patient with high fever, recommended an injection of typhoid bacillus; it may or may not cure the fever, but the original, lesser, problem would be gone.

Hattersley's view of interest rates

From Mr T. M. Finnegon Sir,—I read with interest the interview with Roy Hattersley by Geoffrey Owen and Philip Stephens (February 19). It must have been extremely frustrating for the authors because it seems they were unable to extract from Mr Hattersley concrete suggestions with any level of credibility.

Role of landscape architects

From the president, the Landscape Institute Sir,—The review of TV's Architecture at the Crossroads series by Colin Amery (February 14) hits hard at the latest superficiality of many of these sometimes isolated projects chosen to represent the spirit of current architectural expression.

Westland stake and Gadafi

From Mr P. T. Frost Sir,—I am sure that Sikorski and Fiat have a keystone in Westland I wonder if Mrs Thatcher will give an official welcome to Colonel Gadafi as a shareholder? Also, will the Americans really want the Libyan leader as a shareholder in an US-owned Nato military manufacturer?

01 935 2546/0902 22431

Tarmac Construction at its best

FINANCIAL TIMES

Monday March 3 1986

SHEERFRAME Britain's largest producer of PVC window and door systems.

Terry Byland on Wall Street Equities in danger of overheating

THERE were times last week when the wild surge in the bond market rendered useless any attempts to apply rationally to stock prices...

Ulster Unionists doubtful of support for strike

BY MARGARET VAN HATTEM

NORTHERN IRELAND was last night braced for 24 hours that could set the pattern of protest in the province during the summer...

case of violence. But it was pointed out that extra troops were already available, called in to protect construction workers on RUC building sites from Republican violence.

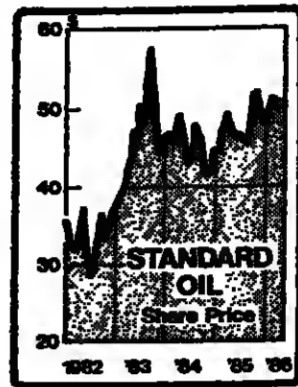
Mr. Powell added that, unlike his party leader, Mr. James Molyneux, he did not consider the offer of consultation and a period of reflection from Mrs. Margaret Thatcher...

West Bank peace hopes hit by mayor's killing

By Andrew Whitley in Tel Aviv

MR. ZAFR AL-MASRI, newly appointed by Israel as Mayor of Nablus in the occupied West Bank, was assassinated yesterday morning on his way to work at the municipal offices.

THE LEX COLUMN Time to raise Standards



For a company that has never been associated with the policy of the revolving door, British Petroleum's show of strength in the Standard Oil boardroom last week is most of character.

Sixteen years ago, when BP was all but overwhelmed by its North Slope findings, the deal made great sense: BP had no cash and Standard had no oil.

Standard was particularly unlucky in its choice of holes in the ground in which to bury the Alaskan cash-flows: at the end of last year, it wrote off over a tenth of its net worth against dud exploration leases...

One of the advantages of management control is that funds can be deployed more easily outside the US; while US reserves can probably be picked up more cheaply from companies who have had the Picken's treatment and are being forced into further asset sales...

While Standard has shown itself as able a manager and purchaser of refining assets as BP had hoped in the first place, its exploration expenditure - which has declined only marginally since the 1982 peak - has tended to turn up only some of the highest-cost oil in North America.

Merchant banks The tick of the big bang clock grows louder by the week. As of Saturday, members of the London Stock Exchange have been permitted to surrender full control of their businesses to outsiders endowed with much larger quantities of capital.

Brazilians turn on shops in bid to enforce price freeze

BY RICHARD FOSTER IN BRASILIA

BRAZILIANS took to heart over the weekend President Jose Sarney's appeal that they help the Government enforce a price freeze decreed on Friday as part of a radical new attack on the country's 255 per cent inflation.

They stood to lose if merchants were allowed to get away with price cheating. Only hours after the plan was announced, a Rio de Janeiro fast-food outlet closed its doors. Customers, suspecting prices were being marked up, broke in and stole their lunches.

Agency presidential powers just one day before the Congress reconvened following a Christmas and carnival recess. He said he needed the element of surprise to make the plan work.

Japan calls for interest rate cut

BY GEORGE GRAHAM IN LONDON

JAPAN has called on the US for a concerted cut in interest rates by leading industrial nations, a Japanese Foreign Ministry official said this weekend.

unlikely, but in practical terms impossible. "It was quite unrealistic to expect us all to announce interest rate cuts on the same day, just like that," said one central banker.

Now, as they embark on a prolonged series of meetings leading up to the International Monetary Fund's gathering in the second week of April and the World Economic Summit in Tokyo in early May, they may have to set about scotching the idea once again.

Traders press tin rescue plan

BY ANDREW GOWERS IN LONDON

BANKS and metal traders which are owed hundreds of millions of pounds as a result of the tin crisis are to make last-ditch efforts this week to obtain a response from the International Tin Council to their rescue plan for the market.

standing and involves setting up a new company to take over the ITC's 85,000 tonnes of tin stocks and sell them off gradually over three years, is described as the final chance for such a solution.

However, a meeting between the council and its creditors scheduled for Friday night was cancelled at the last minute after member governments had failed to resolve outstanding legal issues over the proposed rescue.

Mitterrand warning

Continued from Page 1

But he did not tie himself to choosing as prime minister the leader of the largest group in that majority - in all likelihood, Mr. Jacques Chirac, the mayor of Paris.

Foreigners shy of London SE

Continued from Page 1

US investment banks such as Salomon Brothers, Morgan Stanley and Goldman Sachs are also reluctant to apply, but for different reasons. It is thought that they would find it difficult to comply for the time being with the complex rules of the London exchange, which will continue to protect single capacity operation - the strict separation of broking and market making.

Oppenheimer "Excellent overall performance" This was a recent description of Oppenheimer's investment achievements over 1985...

World weather table with columns for location, temperature, and weather conditions.

Yen rise hits Japanese groups

BY YOKO SHIBATA IN TOKYO

THE STEEP appreciation in the value of the yen and the depressed world semiconductor industry have forced Japan's six major electronics groups to make a further downward revision in earnings forecasts for the year ending this month.

Hitachi expects pre-tax profits of ¥170bn (S\$41m), down 34 per cent from 1984-85, while export revenues will fall for the first time in 19 years.

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 Two centuries strong
 and building
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SECTION II - COMPANIES AND MARKETS
FINANCIAL TIMES
 Monday March 3 1986

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 A COMMERCE FINANCE DIVISION

INTERNATIONAL BONDS

Long road to narrower spreads forecast for Europe

"TO SAY that spreads have widened is a polite way of saying that there is nobody buying Eurodollar bonds," said a syndicate manager in London on Friday, writes Alexander Nicol in London.

Fixed-rate dollar Eurobonds may have shown impressive price gains last week but most were eclipsed by the breathtaking advance of New York. Although the value of new bonds on managers' books has been enhanced on paper, there is little sign that digestion of recent issues has been eased.

The general but not universal view in the Euromarkets is that spreads will tend to narrow, as they always have, when New York stabilises - as it was showing signs of doing in erratic trading on Friday.

It could be a long process, however. Sovereign and supra-national borrowers are likely to remain reticent to institutional European investors, but corporates are unlikely to meet much retail demand while investors perceive that the outlook for the dollar is a declining

EUROMARKET TURNOVER
 Turnover (\$m)

Primary Market	Straights	Conv	FRN	Other
US\$	5,215.5	28.0	1,519.9	145.9
Prev	5,032.2	29.9	2,231.1	1,708.9
Other	530.3	7.5	211.8	23.9
Prev	2,192.3	3.5	1,190.7	220.0

Secondary Market	US\$	FRN	Other
US\$	27,423.8	1,611.2	5,600.0
Prev	21,220.0	1,225.3	4,278.4
Other	2,224.4	193.6	3,292.5
Prev	6,900.5	228.5	1,229.1

	Cash	European	Total
US\$	14,289.5	22,976.1	48,065.6
Prev	12,004.0	32,726.9	45,730.9
Other	3,052.3	8,445.5	14,497.8
Prev	7,914.4	7,468.2	14,472.6

Week to February 27 1986 Source AIBD

one. On the other hand, the dearth of corporate issues could help to tighten spreads.

The volatility of the New York market is not only reminiscent of the Roaring Twenties but has also made pricing of Eurobonds at spreads above US Treasury issues little more than a shot in the dark.

With real yields in other main and apparently stronger currencies matching or exceeding those on dollar bonds, some bankers are predicting an upsurge in non-dollar issues.

Investors' focus, however, is on absolute yields in an attempt to offset the effect of declining rates on portfolio returns. On the other side, many borrowers are predicting the next move in interest rates by attempting to lock in today's low coupons for as long as possible.

The outcome of these two desires has been an attempt to lengthen maturities in the Eurodollar bond market. The recent launch of 20-year and 30-year issues has proved a key test of whether there is sufficient

appetite for such paper outside the US. The jury is still out.

The World Bank, which last week issued 40-year non-callable bonds yielding 8.89 per cent in the US market, has so far provided the best advertisement for 30-year Eurobonds.

Its \$500m of such bonds, with high liquidity and a top-class name, have tracked Treasuries fairly well, supporting the argument that the volatility of long-dated bonds is attractive to investors seeking speculative gains.

From the few corporate issues seen so far, however, it is difficult to judge whether a large potential market exists. When all corporate issues have been hadly lagging Treasuries, it is unfair to single out the 30-year ones.

But of the three, only one, Amoco has been by a triple-A borrower. Though American Telephone and Telegraph's name may ring a bell with investors, that of Cargill, the privately owned commodities firm, might well not.

Cargill's \$100m issue, with a 9% per cent coupon and par pricing, was launched by Shearson Lehman Brothers International at a juicy 103 basis point spread over Treasuries. It was argued that the borrower, though unlisted and little known

to retail investors, would be familiar to the financial markets in which Cargill deals and to Swiss investors.

Many bankers said, however, that lack of awareness of Cargill's name would make it unattractive to retail buyers and that the relatively small size of the issue would reduce the liquidity needed to make a long-dated market work.

Among those who initially found 30-year Eurobonds attractive were Japanese regional banks and thrills which have found their margins squeezed. They saw the bonds as attractive because they offered the highest yields along an already fairly flat yield curve and because the danger of long-term currency damage was reduced by the long maturity.

Now, however, the drop in long-term yields has flattened the yield curve still further and reduced their demand.

Also launched on Friday was a \$150m five-year deal for a Hong Kong subsidiary of Dai-ichi Kangyo Bank, with Manufacturers Hanover as bookrunner. With an 8% per cent coupon and a price of 101%, the issue was viewed as very aggressively priced.

Belgium, meanwhile, added another \$50m tranche to its \$250m issue launched earlier in the week. The relatively favourable response to the issue suggested that investors were undeterred by its registered form and high \$250,000 denominations.

On the continent, the West German market was the chief beneficiary of euphoria elsewhere, with New York's performance, falling oil prices and hopes of domestic interest rate cuts all helping the market to gain between 1 and 1 1/2 points on the week.

Sweden's recent issue climbed to 100% per cent from its issue price of par, and the Philip Morris issue, which came on tight terms, was also doing well.

Switzerland, however, was less enthusiastic. Prices were up only 1/4 % on the week.

ICI acts to retain control in Malaysia

ICI of the UK has unveiled plans to restructure its operations in Malaysia to enable it to retain equity and management control while complying with the Malaysian Government's new economic policy, writes Wong Sulong in Kuala Lumpur.

The plan involves ICI transferring all its Malaysian operations to the Chemical Company of Malaysia (CCM), its publicly listed subsidiary.

CCM will be a holding company with four subsidiaries, each dealing with four main business lines, namely the manufacture and sale of paints, fertilisers, agrochemicals and industrial chemicals.

The entire ICI Malaysian operations last year recorded turnover of about \$60m ringgit (\$204m) and pre-tax profits of about 40m ringgit.

The enlarged CCM will have a paid-up capital of about 10m ringgit compared with its present 30m ringgit. ICI will hold 50.1 per cent in CCM, while the Bumiputra (ethnic Malay) share will be 42 per cent compared with the new economic

policy requirement of 30 per cent.

Malaysian approval for ICI's controlling equity and management is seen as vital so that the enlarged CCM can benefit from its technical, operational and management know-how and its patents, trademarks and trademarks.

The Malaysian Government agreed to Nestlé of Switzerland having 25 per cent control of its restructured Malaysian operation 18 months ago, and ICI's scheme is being keenly watched by foreign investors as reaffirmation of the Government's declared liberal investment policy, which among other things allows foreign investors to retain control of their businesses in an area where trademarks, technology and international markets are crucial.

It is the intention of ICI, through CCM, to participate in the Malaysian chemical industry, which has been described by the recently published Malaysian industrial master-plan as "an infant industry" with vast development potential.

EURONOTES AND CREDITS

Mexico's call for deal in debt crisis fails to shake bankers

MEXICO'S President Miguel de la Madrid is a man with his feet firmly on the ground, one banker said last week. Sometimes in Mexico, however, the ground is prone to quake, writes Peter Montagnon in London.

So it was that 10 days ago Mr de la Madrid announced that Mexico, suffering a massive loss of oil revenue, could no longer afford to pay all the interest on its \$100bn foreign debt. Mexicans had made enough sacrifices, he said on television, and from now on creditors must also share the load.

Four years ago, when the debt crisis began, such a statement would have hung like a sword of Damocles over the international financial system. Yet last week there was hardly any sign of panic as Mr Jesus Silva Herzog, Finance Minister,

was closeted in urgent talks in Washington with Mr James Baker, Treasury Secretary, and Mr Paul Volcker, Federal Reserve Board chairman.

Bankers now believe Mexico may not yet be at the brink. The first crumb of comfort has already come from the fact that President de la Madrid has called for a negotiated solution to his country's problems.

Today no one yet knows exactly what that solution will entail. In Washington US government officials denied a rescue package was needed. In Mexico government officials said a package was under discussion. So what exactly is going on?

A first point is that Mexico's clearly needs fresh foreign finance this year. The question is how much. Initial efforts by creditors have concentrated on whittling down the initial \$1bn figure to a more manageable level.

The next meeting between Mexico and its creditor banks is more likely to be next week than this, but already on Friday in New York some new indicative figures were going around. These suggest that, with some pruning of the budget and imports, as well as a lower than anticipated increase in reserves, the total need could be kept close to \$8bn. Of that, up to about \$3.5bn might have to come from the banks themselves.

Already figures such as these have begun to reduce the Mexican emergency to more manageable proportions, but uncertainties still remain over the country's stated need for interest rate relief.

One version doing the banking

rounds last week was that Mexico would still like its commercial bank finance to be provided partly in the form of interest rate relief. There is a strong aversion in the Government there to the notion of piling on extra debt just to cover its loss of oil revenues.

But many leading banks are still vehemently opposed to such an idea, not least because of the precedent it would set for other debtors. They would argue for a straight forward loan at market rates, even though they also recognise such a deal would be extremely hard to syndicate.

To push such a deal through the market Mexico would have to demonstrate it was capable of restoring confidence in its economic management and curbing capital flight. Also bankers would look askance at

a loan the purpose of which was just to finance the fiscal deficit.

With an IMF programme behind it, the financing might, however, be arranged, especially if part at least was financed jointly with the World Bank. In other words there are still some options open for arranging what is basically a conventional package. The banks and the US Government would prefer to try that first. Interest rate relief would surely be a last resort.

The Eurocredit and Euronote market meanwhile is becalmed, although Hanson Trust, as already reported, has arranged a £1bn credit through Chemical Bank in Asia Korea Exchange Bank is preparing to launch a \$500m, eight-year credit. Expected terms include two tranches. One, of \$125m, would carry interest at US prime, though

Three-way GATX bid

BIDDING for GATX, the Chicago conglomerate, has heated up with Leucadia National, a New York financial group, increasing its cash offer by \$2 to \$40 a share and the arrival of a third contestant with a higher offer, writes Our Financial Staff.

Gabell and Company is making a conditional cash and notes offer worth \$42 a share valuing GATX at \$540m. This bid tops the \$40 a share offer by Adler & Shaykin, an invest-

ment banking firm, on Thursday that has now been matched by Leucadia.

Leucadia holds 9.8 per cent of the leasing bulk storage conglomerate and says Merrill Lynch is confident the necessary financing can be found for its latest offer.

GATX said it would consider all genuine proposals that could benefit shareholders and had instructed Morgan Stanley to discuss the Gabelli bid with the offerer.


Farmitalia to raise L390bn

FARMITALIA Carlo Erba, the Italian pharmaceuticals subsidiary of the Montedison group, is planning to raise L390bn (\$259.5m) through a rights issue on the Milan bourse, writes Alan Friedman in Milan.

Proceeds will be used for acquisitions, according to Farmitalia, which is 75 per cent owned by Erba. In the Milan bourse, another Montedison sub-

siary which is listed on Wall Street. The Farmitalia issue brings to L1,145bn the total amount of cash which the Montedison group is planning to raise this spring. Montedison itself is planning a L555bn equity offer. Its Meta retailing, financing and industrial subsidiary plans to raise L200bn on the Milan bourse.

NEW ISSUE This announcement appears as a matter of record only. February, 1986



U.S. \$100,000,000
Republic of Finland
 8 1/2% per cent. Notes due 1991

Issue Price 100% per cent.

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NEW ISSUE These Notes having been sold, this announcement appears as a matter of record only. JANUARY, 1986



U.S. \$200,000,000
Ferrovie dello Stato
 Floating Rate Notes Due 1994

By virtue of existing legislation direct and unconditional general obligations of

The Republic of Italy

Issue Price 100%

IBJ International Limited

Bankers Trust International Limited Merrill Lynch Capital Markets Morgan Guaranty Ltd

Banca Commerciale Italiana Banca Nazionale del Lavoro

Banco di Napoli Bank of Tokyo International Limited

Bank of Yokohama (Europe) S.A. Banque Bruxelles Lambert S.A.

Banque Indosuez Banque Paribas Capital Markets Limited

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Daiwa Europe Limited Fuji International Finance Limited

Goldman Sachs International Corp. Istituto Bancario San Paolo di Torino

Kyowa Bank Nederland N.V. LTCB International Limited

Mitsubishi Finance International Limited Mitsubishi Trust & Banking Corporation (Europe) S.A.

Mitsui Trust Bank (Europe) S.A. Morgan Stanley International

Saitama Bank (Europe) S.A. Shearson Lehman Brothers International

Sumitomo Finance International Swiss Bank Corporation International Limited

Taiyo Kobe International Limited Takugin International Bank (Europe) S.A.

S. G. Warburg & Co. Ltd.

INTERNATIONAL CAPITAL MARKETS

US MONEY AND CREDIT

Bond prices soar to eight-year highs

THE US Treasury bond market roared to eight-year highs last week. Longer term yields went into free-fall as retail investors and portfolio managers, buoyed by declining oil prices and receding concerns about inflation, went on a buying binge.

US MONEY MARKET RATES (%) table with columns for instrument, last Friday, 1 week ago, 4 weeks ago, and 12-month high/low.

US BOND PRICES AND YIELDS (%) table with columns for instrument, last Friday, 1 week ago, 4 weeks ago, and 12-month high/low.

Money Supply: In the week ended February 17 M1 fell by \$600m to \$230.6bn.

The last phase of the bond market rally—which has come despite a sticky Fed funds rate and little change in other short-term rates—primarily reflects a fundamental reassessment of inflation prospects by investors prompted by the continuing plunge in oil prices.

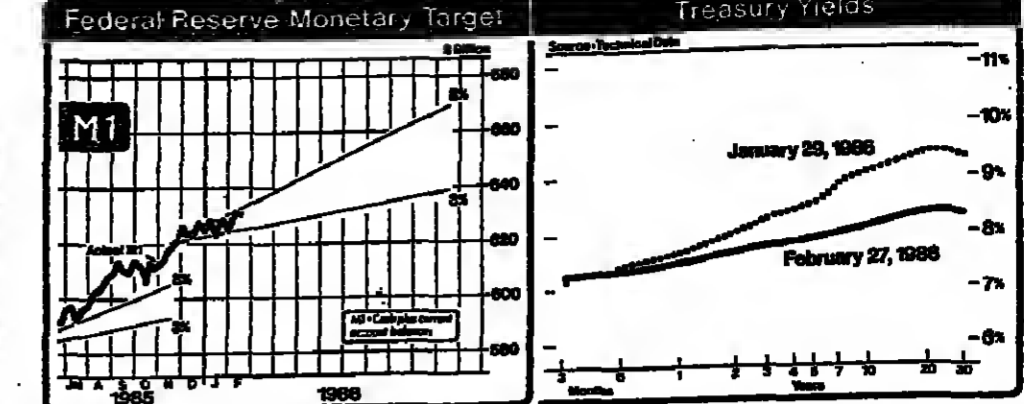
While Mr Volcker also repeated his concerns that a precipitous decline in the dollar could frighten away foreign investors and could still undo the positive impact on inflation of declining oil prices, it is clear that the US market, for the moment, put more weight on the positive repercussions of lower energy prices.

8.28 per cent. Just a month ago the long bond was yielding 9.36 per cent and only crashed the 10 per cent barrier as recently as mid-November.

The yield curve between Treasury long bonds and three-month T-bills narrowed by 50 basis points last week. Overall the yield curve flattened almost as much in February as it did in preceding 30-month rally.

notes: "The rapidity of the drop in yields reflects a crystallisation of substantially improved inflation expectations. This suggests that the market participants regard the near-term impact of oil and other commodity price deflation as far more important than any longer-term potentially harmful price effects of a falling dollar and weak productivity."

The last time long bond yields reached current lows was in the spring of 1978 when, in contrast to the current position, short-term rates were rising and the yield curve was on the point of inverting.



long-term price stability remain the key determinants of the Federal Reserve's stance, even with an improving inflationary outlook. Therefore, easing is unlikely in the absence of either disappointing economic performance or the removal of constraints created by dollar weakness.

Last week's explosive rally also prompted an unprecedented deluge of corporate bond issues. With corporate bond prices advancing by up to five full points and new yield levels plunging by 35 to 50 basis points a record \$9.55bn in new fixed income securities were brought to market according to

Paul Taylor. Last week's new corporate issues brought the year-to-date total to \$28.5bn—almost triple the total in the first two months of last year.

UK GILTS

Yields likely to stay under the 10% barrier

THE UK gilt market advanced strongly throughout last week, with gains of up to 2 points at the longer end, despite a nervous spell for sterling. Shorter yields have dropped by more than a full percentage point in the course of February and the FT Actuaries high coupon 25-year yield fell from 10.67 per cent at the start of the month to 9.94 per cent by the end.

for borrowing requirement figures that the Government has very little need for funding in the current financial year. The calls on these three partly paid tapes will provide £2bn of funding in the first quarter of fiscal 1986-87, although this will be offset by £3.7bn of stock coming up for redemption.

9 per cent, but German bonds have also been making their mark. Many dealers expect that the New Federal Government bond to be issued today will carry a coupon of 8 per cent, the lowest for 10-year federal paper since 1977, and some believe this will bring a cut in the discount rates after the Bundesbank's meeting on Thursday.

Like the last two tapes, the new tranche is in partly paid form, adding weight to the evidence of January's public sec-

tion. The market, in turn, has been tempted to take advantage of the partly paid stocks to provide gearing in a rising market, with the added attraction of a downward sloping yield curve which allows profitable investment of the future instalments in the money markets.

George Graham

FT/AIBD INTERNATIONAL BOND SERVICE

Large table listing international bonds with columns for instrument, price, yield, and other financial metrics.

General Motors Acceptance Corporation advertisement. Includes text: 'U.S. Dollars 200,000,000', '9 1/2 per cent. Notes due 1996', and a list of participating financial institutions.

INTERNATIONAL CAPITAL MARKETS AND COMPANIES

Noranda plunges to C\$228m net loss

By Bernard Simon in Toronto. NORANDA, the financially stretched Canadian resource group, suffered a net loss of C\$227.9m (US\$160m) or C\$2.17 a share last year, following a C\$4.5m or 32 cents deficit in 1984.

The 1985 results include a C\$274m provision on "assets of doubtful value" under foreseeable economic conditions, partly offset by gains of C\$125m from the disposal of assets, including Noranda's share in two mining groups, Placer Development and Pamour Porcupine Mines.

Operating losses totalled C\$277m, while Revenues rose fractionally to C\$3.48bn. Noranda said the impact of the falling US and Canadian dollars, and continuing economic growth, were "reasons to hope that 1986 will be a better year."

The company expects to reach its goal of reducing debt by C\$1bn from C\$2.7bn in mid-1985, without jeopardising its core businesses, which include forest products, zinc and gold.

Murdoch raises \$1bn in junk bonds

BY TERRY DODSWORTH AND WILLIAM HALL IN NEW YORK

MR RUPERT MURDOCH, the Australian-born media entrepreneur, has raised more than \$1bn in one of the largest offerings of high yield securities, commonly referred to as "junk bonds," in the New York financial markets.

The money has been raised by Mr Murdoch's Fox television stations, which is buying six TV outlets from the Metromedia broadcasting group and marks the final stage of his plans to set up a fourth network in the US.

Negotiations on the purchase, details of which are contained in what is believed to be the longest offer document ever issued on Wall Street, began nine months ago and are expected to be completed by the end of this week.

The recent sharp rise in the US capital markets appears to have helped the stock offering by Fox rather than cash. But which even by current Wall Street standards is considered a high risk venture.

According to the offer document, Fox TV's cash flow will not be sufficient to pay the dividends on the newly issued preferred stock, and there is considerable uncertainty over whether the securities will be favourably treated for tax purposes.

The riskiness is underlined by the fact that most of the investors in the junk bonds which are currently financing the TV stations being sold to Mr Murdoch have opted for cash rather than Fox Television paper.

Mr Murdoch had hoped to persuade the holders of Metro-

media's own high-yield securities to accept junk bonds issued by Fox rather than cash. But because the Metromedia investors opted for the cash alternative, he has had to proceed with a stand-by public offering underwritten by his investment bankers, Drexel Burnham Lambert and Allen & Co.

Mr Arthur Phillips, first vice president in the corporate finance department at Drexel, said he was "a little surprised but not especially surprised" that most of the Metromedia holders had decided not to accept Fox paper.

Drexel had found no difficulty in selling the new stock to institutional investors, he added. "We think it is an attractive investment because of Mr Murdoch's record as a successful acquirer and operator of companies."

Mr Phillips said the \$1bn offering was the largest issue of a single type of high yield security ever made in New York. Fox TV's increase rate exchangeable guaranteed preferred stock carries a 13 per cent dividend in year one, rising to 15 per cent in the third year.

If the preferred stock has not been redeemed by the end of the third year, holders have rights to get shares in Mr Murdoch's Australian holding company, News Corporation.

In theory, Fox investors could take control of News Corporation on conversion of their stock, a feature which analysts believe will put pressure on Mr Murdoch to buy out or renege the Fox TV preferred stock within the three year period.

Brokers delay bank rescue plan

KUALA LUMPUR Stock Exchange has bowed to opposition by members and has deferred a decision to accept an 80m ringgit (\$32.5m) financial lifeline from the banks to rescue brokers in trouble over forward share purchase contracts, writes Wong Sulong in Kuala Lumpur.

However, exchange members decided at the weekend that in future all members would have to agree to any scheme approved by more than 75 per cent of those present.

The rescue plan will now be discussed on March 10. Under the new rule, it stands little chance of being adopted unless the Malaysian au-

thorities intervene and put pressure on dissenting brokers to fall into line. Unlike the situation in Singapore where most brokers are stuck with forward contracts worth hundreds of millions of dollars, only five of the 51 Malaysian broking companies have forward contracts.

NEW INTERNATIONAL BOND ISSUES

Table with columns: Amount in, Maturity, Av. life years, Coupon %, Price, Bank Runner, Offer yield %. Lists various international bond issues including U.S. Dollars, Canadian Dollars, New Zealand Dollars, D-Marks, Swiss Francs, French Francs, Yen, and Sterling.

Ozark agrees to bid fom Icahn

BY OUR FINANCIAL STAFF

OZARK HOLDINGS, the St-Louis-based regional airline, has agreed to last week's \$19 a share cash takeover bid from Trans World Airlines, the major carrier acquired in January by Mr Carl Icahn, the Wall Street financier.

At the same time the two airlines have given details of the rationale for the takeover, which is valued at almost \$250m, and subject to approval by Ozark shareholders and the Department of Transportation.

Both airlines said they had been bid hard by tough competition in the St. Louis market, where they operate "bubs," since the entry last year of cut-price carrier People Express

and Southwest Airlines. Ozark began to lose money in the summer and expects losses this year, while TWA, which faces strong competition in many domestic markets, made a pre-tax loss of \$217.1m last year, and expects a further loss of \$125m in the first quarter of 1986.

However the Ozark deal will bring TWA a fleet of 50 "efficient" smaller twin-jet aircraft including DC9-30s and access to short-haul feeder air routes for its St. Louis hub. The two airlines said they expect the combination to make them competitive with "the massive connecting complexes operated by their larger rivals."

Mr Icahn said: "When I took control of TWA in January, I was well aware of the need for growth to enable it to compete with the glants of the industry. The acquisition of Ozark will deliver much-needed facilities, smaller aircraft and presence in regional markets we simply could not gain quickly any other way."

On financing, TWA said it had ample available from funds raised earlier this year through the sale of debentures and equipment trust certificates. TWA will remain the fifth largest US airline after the deal. Ozark has also given TWA an option to acquire 2.2m Ozark shares at \$17.50 each.

Pruning helps HDW to reach break-even

By Rupert Carmwell in Bonn

THE DRASTIC pruning carried out at Howaldtswerke-Deutsche Werft, the West German shipbuilder, enabled the long-troubled company to break even last year - despite a steep fall in turnover.

According to Mr Klaus Ahlers, HDW's chairman, the company would show neither a profit nor a loss for the year ended September 30 - compared with losses of DM 129m (\$58m) in 1983/84 and DM 210m in 1982/83.

The improvement, he said, reflected a substantial gain in productivity and sharply reduced costs, and would be furthered by the planned concentration of all HDW's business in its Garmden yard in Kiel.

Booked turnover last year dropped to DM 707m from DM 1.61bn in 1983/84. Investment, however, rose to DM 24m from DM 16m, while orders in hand covered 18 vessels worth DM 2.4bn in all.

The prospects for the current year are for a further break-even by HDW, which is 75 per cent owned by Salzkitter, the state-controlled steel and manufacturing concern.

At the end of 1985 HDW sold its entire Hamburg-based operations, consisting of its ship-repair and machine tool operations, to Blohm and Voss, the German shipyard.

Metals chief in tax probe

DARMSTADT. — The head of Andreas Zieringer Metallhuette, Metallgrosshandel, the troubled West German metals firm, is under investigation on suspicion of tax evasion, the public prosecutor's office in Darmstadt said.

The spokesman said Mr Hans Zieringer, the owner of the metals firm which filed for bankruptcy on February 13, had been arrested on Tuesday but was released on bail of DM 1m (\$450,000) after a court hearing on Friday.

Earnings down 15% for Mitsubishi Petrochemical

BY OUR TOKYO STAFF

MITSUBISHI PETROCHEMICAL of Japan, in which Shell Oil has a minority stake, showed a 14.9 per cent fall in pre-tax profits last year to ¥13,046m (\$72.34m).

Net profits plunged to ¥4,599m from the previous year's ¥10,660, after ¥1.7bn losses relating to the transfer of the research and development section of a subsidiary to Mitsubishi Chemical Industries. Sales totalled ¥370.7bn, down 4.8 per cent.

During the past year, the company was beneficiary of declining costs for raw materials and fuels.

The per share dividend for the year was raised by ¥2 to ¥6, including a ¥1 commemorative dividend for the 30th anniversary of the company's founding. For the current year, sales are projected to fall between ¥340bn and ¥350bn, and pre-tax profits are expected to level off.

This announcement appears as a matter of record only.

A\$ 40,000,000
14 1/4 per cent. Depository Receipts due 1991

issued by The Law Debenture Trust Corporation p.l.c. evidencing entitlement to payment of principal and interest on deposits with



BANCO DI ROMA

(Incorporated as a Societa per Azioni in the Republic of Italy)

London Branch

CIBC Limited Banco di Roma International S.A.

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Banque International à Luxembourg S.A.
Bayerische Hypotheken- und Wechsel-Bank Aktiengesellschaft
Daiwa Europe Limited
Den norske Creditbank
Great Pacific Capital
PK Christiania Bank (UK) Limited
Swiss Bank Corporation International Limited
Wallman & Co. Limited
Yamaichi International (Europe) Limited

February, 1986

New Issue

This announcement appears as a matter of record only.

26th February 1986

Canadian \$50,000,000

Bell Canada

10 per cent. Debentures, Series DQ, Due 1991

Issue Price 100% per cent.

Union Bank of Switzerland (Securities) Limited

Bank of Montreal

Crédit Lyonnais

Dominion Securities Pitfield Limited

Dresdner Bank Aktiengesellschaft

Generale Bank

Hambros Bank Limited

Orion Royal Bank Limited

Salomon Brothers International Limited

Wood Gundy Inc.

RECENT ISSUES

UK COMPANY NEWS

Lonrho in link with Japanese

Lonrho, the UK-based international conglomerate, and Nissho Iwai, Japan's sixth largest trading company, have reached a basic agreement to work together on a variety of joint ventures worldwide, most likely in hotels and vehicle sales and distribution.

Amari expands into US market

Amari, the leading UK distributor of semi-manufactured metals and plastics, has announced a move into the US market with the acquisition of Ontario Metal Supply of Baltimore for about \$5.4m (£3.7m).

S W Wood at near breakeven

A significant reduction in general trading volume and the fall in metal prices has substantially reduced the pre-tax profits of S. W. Wood for the half year to September 30 1985.

KLP £2.7m rights to cut borrowings

KLP, the USM-quoted sales promotion group, is to raise £2.65m net through a two-for-one rights issue at 25p a share. The group says its aim is to reduce borrowings incurred through acquisitions and expansion.

EQUITIES

Table with columns: Price, Change, Stock, etc. Lists various equities and their performance.

FIXED INTEREST STOCKS

Table with columns: Issue, Amount, Maturity, Stock, etc. Lists fixed interest stocks.

RIGHTS OFFERS

Table with columns: Issue, Price, Latest, Stock, etc. Lists rights offers.

F.T. Share Information

The following securities have been added to the Share Information Service: British Assets Trust 6 per cent Conv. Loan Stock 1985 (Section: Investment Trusts)

COMPANY NEWS IN BRIEF

MAINMET HOLDINGS, USM-quoted retailer and servicer of energy conservation products, reduced pre-tax losses from \$23,000 to \$23,000 in the half year to end-November 1985.

Intereurope Technology

Continued weakness in the UK electronics industry contributed to a 12 per cent fall in pre-tax profits at Intereurope Technology Holdings in the six months to the end of December 1985.

Prestwich in optical sale

Prestwich Holdings, the diversified Manchester-based engineering company, has entered into a conditional contract to sell Healy's Optical, its opticians chain, to CooperVision, a US company quoted on the New York Stock Exchange.

BOARD MEETINGS

The following companies have notified dates of board meetings to the Stock Exchange, which are usually held for the purpose of considering dividends. Official indications are not available to whether the dividends are interim or final and the subdivisions shown below are based mainly on last year's practice.

FINANCIAL DIARY FOR THE WEEK

The following is a record of the principal business and financial engagements during the week. The board meetings are mainly for the purpose of considering dividends and official indications are not available to whether dividends concerned are interim or final.

Monday, March 4, 1986. Board meetings: Anglo American, Anglo American, Anglo American, Anglo American.

THE DAI-ICHI KANGYO BANK, LIMITED. US\$100,000,000. 2 1/2 per cent Convertible Bonds due 2001. NOTICE IS HEREBY GIVEN that at a meeting of the Board of Directors of The Dai-ichi Kangyo Bank, Limited held on 21st February, 1986 it was resolved to make a free distribution of shares to shareholders on record as on 31st March, 1986.

US DOLLAR EURO-COMMERCIAL PAPER PROGRAMME. January 1986. Crédit National. Unconditionally guaranteed by THE REPUBLIC OF FRANCE. Exclusive Dealer BANQUE INDOSUEZ.

NOTICE TO HOLDERS OF: MINOLTA CAMERA CO., LTD. U.S. \$40,000,000 5% Convertible Bonds 1996. To the Bondholders: We, Minolta Camera Co., Ltd. hereby notify that, as a result of a free distribution of shares of its common stock to shareholders of record as of March 31, 1986, Japan time, at the rate of 0.10 share for each share held, the conversion price of the above-captioned bonds will be adjusted pursuant to condition 5, paragraph (C) sub-paragraph (1) of the terms and conditions of the Bonds under the Trust Deed from Yen 826.40 per share to Yen 781.30 per share effective as of April 1, 1986, Japan time.

NOTICE TO HOLDERS OF: MINOLTA CAMERA CO., LTD. U.S. \$30,000,000 7 1/4% Convertible Bonds 1995. We, Minolta Camera Co., Ltd. hereby notify that, as a result of a free distribution of shares of its common stock to shareholders of record as of March 31, 1986, Japan time, at the rate of 0.10 share for each share held, the conversion price of the above-captioned bonds will be adjusted pursuant to Condition 5, Paragraph (C) sub-paragraph (1) of the terms and conditions of the Bonds under the Trust Deed from Yen 428.20 to Yen 389.30 per share effective as of April 1, 1986, Japan time.

BARCLAYS BARCLAYS OVERSEAS INVESTMENT COMPANY B.V. U.S. \$350,000,000 Guaranteed Floating Rate Notes due 2004. Notice is hereby given that the Rate of Interest for the Interest Period from 4th March, 1986 to 4th September, 1986 is 7 1/4% per cent per annum and that on 4th September, 1986 the amount of interest payable in respect of each U.S.\$5,000 principal amount of the Notes will be U.S.\$202.85.

Granville & Co. Limited. Member of The National Association of Security Dealers and Incentive Managers. Over-the-Counter Market. Capitalist, Company, Change, Gross Yield, P/E, Fully.

Korea Exchange Bank. \$100,000,000 Floating Rate Notes due 1994. In accordance with the provisions of the Notes, notice is hereby given that the rate of interest for the interest period ending on the 28th May, 1986 has been fixed at 2 1/2% per annum for the Sterling Denominated Notes. The Coupon Amounts payable on the 28th May, 1986 will be £153.92 for the £5,000 Notes and £7,696.06 for the £250,000 Notes.

FINANCIAL TIMES STOCK INDICES. Table with columns: Govt. Secs., Fixed Interest, Ordinary, Gold Mines, FT Act All-Share, FT-SE100. LADBROKE INDEX. 1275-1279 (-2) Based on FT Index Tel: 01-427 4411.

NOTICE OF REDEMPTION

To the Holders of

Bank of Tokyo (Curaçao) Holding N.V.

U.S. \$100,000,000 12 1/2% Guaranteed Bonds Due 1992

NOTICE IS HEREBY GIVEN to the holders of the 12 1/2% Guaranteed Bonds Due 1992 (the "Bonds") of Bank of Tokyo (Curaçao) Holding N.V., a Netherlands Antilles corporation established in Curaçao (the "Company")...

principal amount of U.S. \$6,000,000 and bearing the following serial numbers at the redemption price of 101% of the principal amount thereof, together with accrued interest to such date of redemption which will amount to \$21.74 for each Bond.

SERIAL NUMBERS OF BONDS TO BE REDEEMED

Table containing 100 columns of serial numbers for bonds to be redeemed, ranging from 20 to 2635.

Payment of the redemption price and accrued interest to such date of redemption will be made on or after April 2, 1986 upon presentation and surrender of the Bonds to be redeemed...

in Luxembourg and Bank of Tokyo (Switzerland) Ltd. in Zurich, except that payment of the above-mentioned accrued interest will be made only at the aforesaid office of any Paying Agent other than the Paying Agent in New York City.

On and after April 2, 1986, interest on the Bonds to be redeemed will cease to accrue.

BANK OF TOKYO (CURAÇAO) HOLDING N.V. By: The Bank of Tokyo Trust Company as Fiscal Agent

Dated: March 3, 1986

**Notice of Redemption
TO THE HOLDERS OF
Occidental International Finance N.V.
16 3/4% Guaranteed Notes due 1987**

NOTICE IS HEREBY GIVEN that, pursuant to the provisions of Section 3.01 of ARTICLE III of the Indenture dated as of March 1, 1982, (the "Indenture") among Occidental International Finance N.V., Occidental Petroleum Corporation and Chemical Bank, as Trustee, (the "Trustee"), there is hereby called for redemption on April 1, 1986 (the "Redemption Date") all of the 16 3/4% Guaranteed Notes due 1987 at the redemption price of 100.5%, together with interest accrued thereon to the Redemption Date (the "Redemption Price").

On and after the Redemption Date the Notes will become due and payable upon presentation and surrender thereof, with all coupons maturing subsequent to April 1, 1986, attached, either, at the option of the holder, at the office of Chemical Bank, Corporate Trust Tellers, 55 Water Street, Room 234, 2nd Floor North Building, New York, New York 10041 or at the main office of Swiss Bank Corporation in Basle, the principal paying agent, or at the main office of Algemene Bank Nederland NV in Amsterdam, or at the main office of Banque Bruxelles Lambert S.A. in Brussels, or at the main office of Westdeutsche Landesbank Girozentrale in Dusseldorf, or at the main office of Swiss Bank Corporation (Luxembourg) Limited in Luxembourg, or at the main office of Banque de Paris et des Pays-Bas in Paris.

Interest on the Notes so designated for redemption shall cease to accrue on and after the Redemption Date. All coupons maturing after said date which appertain to such Notes shall be void. Coupons maturing on April 1, 1986, should be detached and surrendered for payment in the usual manner.

Occidental International Finance N.V.
By: Chemical Bank, Trustee

Dated: February 24, 1986

**SWISS VOLKSBANK
FINANCE (CAYMAN ISLANDS) LTD.**

Grand Cayman

**Notice to holders
of the Warrants («A» and/or «B») under the
6 1/2% US\$ 75 million Guaranteed Notes
with Warrants 1985-90**

We refer to the capital increase of Swiss Volksbank and the corresponding notice to the Warrant holders of January 22, 1986.

In accordance with the Terms of the Notes as specified in the Description of the Warrants, the exercise price per Warrant for one Swiss Volksbank Share of Sfr. 500 nominal amount was adjusted, as follows:

**Warrant A from Sfr. 1980. — to Sfr. 1894. —
Warrant B from Sfr. 2080. — to Sfr. 1994. —**

The adjusted exercise prices are effective as of February 26, 1986.
March 3, 1986

Swiss Volksbank
Finance (Cayman Islands) Ltd.



INSURANCE

New moves to revise sales force control

BY ERIC SHORT

REVISED proposals for stricter controls on life insurance sales people could introduce a system of registration instead of previously called for licensing. There are no current formal controls over sales people, except for registered insurance brokers who are controlled by an Act of Parliament introduced in 1977.

Last August, the marketing of Investments Board Organising Committee (Miboc), which handles the marketing aspects of investment protection, suggested a system of licensing all life insurance and unit trust sales people. Through the life insurance industry generally supported the proposals, the banks and building societies were openly hostile, and the Office of Fair Trading and the consumer bodies expressed serious reservations.

Since then the Financial Services Bill has been laid before Parliament and is currently at the committee stage. Last week, the main Securities and Investments Board published its conduct of business rules. In the wake of these changes, Miboc last week published revised proposals for a system of registration rather than licensing.

The main proposal in the bill is that all companies dealing in investments must, as a condition of authorisation, take full responsibility for their employees in all dealings with clients. This means that employers will be responsible for their representatives' honesty, training to the necessary level of competence and supervision. At all times, sales people must operate on the "best execution" principle in handling clients' requirements.

The draft conduct of business rules ban extra payments for volume business and benefits-in-kind. They also require firms to keep records of complaints from clients. Disciplinary action will be taken against an employer in the event of misconduct by an employee, including the ultimate sanction of loss of authorisation.

Miboc considers that, as far as life insurance and unit trust selling is concerned, the proposals would cause severe administrative prob-

lems, simply because of the sheer numbers involved and the geographical spread.

There are some 50,000 firms located in all parts of the country, involving around 100,000 full-time employees and another 100,000 part-time sales people. The turnover of salespeople is rapid, averaging around 25,000 a year. There are a very high number of firms that are sole traders and small partnerships.

Mr Mark Weinberg, chairman of Miboc, claims that it would be administratively impossible to check their obligations towards salespeople under Miboc's proposals.

● All salespeople would have to be registered with a central registry before being allowed to sell or advise of life insurance and unit trusts.

● Registration could be made only when the individual had passed the necessary single competence test.

● Application for an individual to go on the register would be made by the employer, who would certify that the necessary test had been passed and the probity requirements fulfilled.

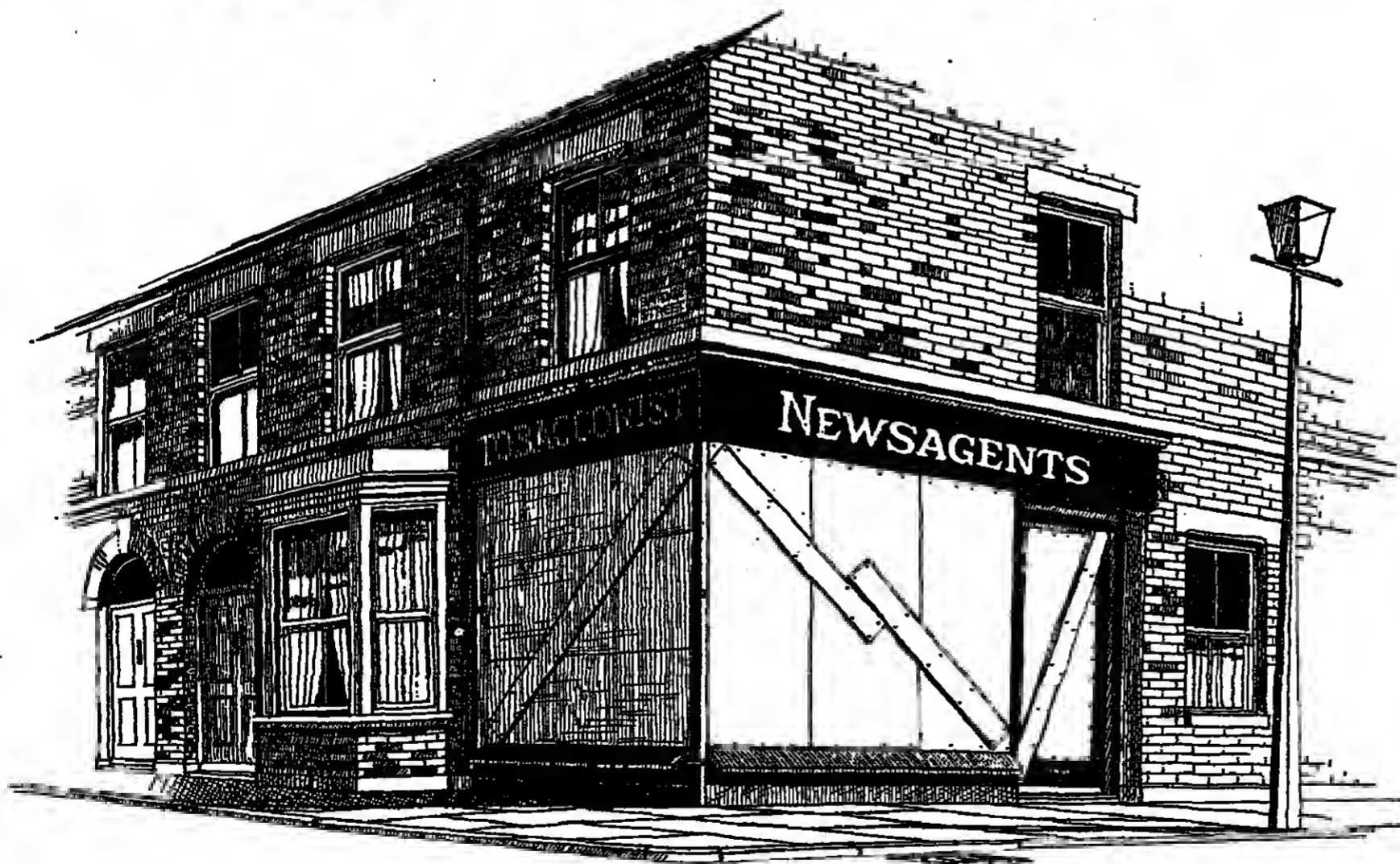
● All complaints against a registered sales person, either by a client or by an employer, would be entered on the register. All employers would be required to consult the register before making an appointment.

● Both the employer and the employee would face disciplinary action in the event of an employee's misconduct. The ultimate penalty for the employee would be removal from the register, and thus the ability to sell.

● Employees selling for at least six months would have three years to conform to the requirements. Those with fewer than six months experience would cease selling immediately until registered, but they would have at least six months' warning of changes.

Banks and building societies, the Office of Fair Trading and the consumer bodies still oppose the principle of individual control in whatever form. Only the life insurance industry still supports the principle.

**HOW MANY
MORE CORNER SHOPS
WILL YOU CLOSE DOWN,
MR. CHANCELLOR?**



The corner shop has always been an integral part of British life. Just ask Mrs. Thatcher. But its existence is being threatened. Excessive tobacco taxation puts literally hundreds of retail tobacco businesses out of business every year. Thousands of jobs have gone. Enough is enough. From now on, Mr. Chancellor, play fair on tobacco tax.

**EXCESSIVE TOBACCO TAXATION
PUTS PEOPLE OUT OF WORK.**

ISSUED BY THE UK TOBACCO COMPANY MEMBERS OF THE TOBACCO ADVISORY COUNCIL,
GLEN HOUSE, STAG PLACE, LONDON SW16 3AG

هنا من العمل

Contracts and Tenders

**KENANA SUGAR
COMPANY LIMITED**

PREQUALIFICATION FOR PORT SUDAN
SUGAR WAREHOUSE

Kenana Sugar Company Limited operates one of the largest sugar estates at Sufeya, near Rabak, 250 km south of capital, Khartoum, and about 1,200 km from the sea port, Port Sudan.

Kenana wishes to ascertain whether you would be interested in tendering for the above project. Tenders will be invited from a list of selected contractors. The project is to be financed by the Saudi Fund for Development and the list of prequalified contractors is subject to their approval. The eventual form of contract and payment conditions will also reflect their normal requirements.

The project will consist of the construction, in Port Sudan, of a sugar warehouse of approximately 12,000 sq metres in floor area. The warehouse will be of steel portal frames, 6m to eaves, either 40m clearspan or two 20m spans, clad in single-skin, colour-coated trapezoidal-profile, steel sheeting. There will also be approximately 500m sq metres of offices and ancillary buildings and 250 sq metres of workshops and stores.

Interested tenderers are requested to forward as soon as possible the prequalification documents, including a brief report on major construction works recently executed by them along with last annual financial reports, to Kenana Sugar Company Limited, P.O. No. 2632, Khartoum, Democratic Republic of the Sudan, clearly marked for the attention of Mr. Abdallah Abu El Gasim, so as to reach not later than 01st March, 1986.

The information given above is tentative and will form no part of any eventual contract.

Company Notices

**INDUSTRIAL BANK OF
FINLAND LIMITED**

UA 15,000,000
7 1/2% 1978/1993
Guaranteed Bonds

On February 17, 1986 Bonds for the amount of UA 1,000,000 have been drawn in the presence of a Notary Public for redemption on April 5, 1986.

The following Bonds will be redeemable coupon due April 6, 1987 and following amounts: 11159 to 11184 inc 11189 to 11199 inc 13240 to 13262 inc 13271 to 13284 inc 13305 to 13306 inc 13321 to 13322 inc 13331 to 13343 inc 13356 to 14315 inc Amount purchased on the market: UA 415,000

Amount outstanding: UA10,585,000

Bonds: none

The Fiscal Agent
KREDIETBANK S.A.
LUXEMBOURGEOISE

Luxembourg
March 3, 1986

USS 100,000,000

**SOCIETE NATIONAL DES
CHEMINS DE FER FRANCAIS**

12 1/2% Guaranteed Notes due 1982
with detachable Warrants to
purchase US\$100,000,000

12 1/2% Guaranteed Notes due 1982

**NOTICE OF PARTIAL
REDEMPTION**

Notice is hereby given that pursuant to the fiscal agency agreement dated as of December 13th, 1984 between SNCM and Banque Nationale des Chemins de Fer Francais (Luxembourg) S.A. The following notes in the principal amount of US\$2,000,000 have been drawn by lot and are due for redemption on April 3rd, 1986 at the office of the paying agents at 10 1/2% together with accrued interest thereon to said redemption date.

002682-002687
002688-002698
002699-002708
002709-002718
101088-101203

The Fiscal Agent
BANQUE NATIONALE DES
CHEMINS DE FER FRANCAIS
LUXEMBOURGEOISE S.A.

Luxembourg
March 3, 1986

Legal Notice

**WIRVAL AUTOMOTIVE PAINTS
LIMITED**

NOTICE IS HEREBY GIVEN pursuant to Section 98B of the Companies Act, 1985, that a Meeting of the Creditors of Wirval Automotive Paints Limited, will be held at the office of Messrs Curran & Partners, 45, Rodney Street, Liverpool L3 3AA, on Wednesday the 12th day of March 1986 at 12 o'clock midday, for the purposes provided for in Sections 98B and 99C.

Dated this 21st day of February 1986.
R. A. P. JACKSON,
Director.

BRASCAN LIMITED

Class "C"

International Depository Receipt
(IDR) Issued by

Morgan Guaranty Trust Company
of New York,
Brussels Office

A distribution of C\$0.40 per depositary share less any applicable taxes and fees will be payable on and after March 7, 1986 upon presentation of coupon No. 37 at any of the following offices of Morgan Guaranty Trust Company of New York:
New York, 30 West Broadway
Brussels, 35 Avenue des Arts
London, 1 Angelo Court
Paris, 12 Place Vendôme
Frankfurt, 40 Mainzer Landstrasse
Zurich, 28 Stackerstrasse
and Banque Générale du
Luxembourg, 27 Avenue Montigny
Luxembourg

STAYING IN LYON?

Complimentary copies of the Financial Times are now available to guests staying at the following hotels:
**HOTEL DES ARTISTES LYON-FRANTEL LYON
GRAND HOTEL CONCORDE LYON
HOTEL LE ROOSEVELT - HOTEL SOFITEL LYON**

FINANCIAL TIMES SURVEY

Monday March 3 1986

Conferences and Exhibitions

The growing number of events in the UK is putting pressure on the available facilities. More investment is needed to match the scale and quality of competing venues in Continental Europe

More awareness in industry

By Walter Ellis

A BOOM, according to the Oxford English Dictionary, is a "deep resonant sound." The noise emitted by the UK exhibition and conference industry, which has been booming for the last 20 years, is more that of cash registers ringing. Growth has been continuous, so that one of the main difficulties the industry faces is lack of facilities to meet the demand.

In the opinion of those who organise them, exhibitions and conferences yield practical results: Exhibitions boost sales and conferences improve efficiency. This is the message. If it were proven untrue, we are told, organisers would have been rumbled long ago and their clients' budgets redistributed elsewhere.

What the evidence suggests is an increased level of awareness within British industry of the need for exhibitions and conferences, combined with annoyance at their cost and frustration about inadequate or over-booked facilities. The customers are there: they do not always feel they are getting the best possible deal.

Exhibition expenditure by UK exhibitors alone increased from £28m to £181m between 1975 and 1985. Comparing 1985 with 1984, spending overall rose by

25 per cent, against 14 per cent for newspaper advertising and 12 per cent for advertising on television. The industry is now claiming a 16 per cent annual growth in real terms.

In 1985—the last year for which complete figures are available—revenue from 393 specialist and consumer exhibitions in major venues reached £572m, 16 per cent of which came from overseas. More than 700 exhibitions in all were held and the total number of visitors exceeded 6.7m.

Figures for conferences are less precise, mainly because of the mixed nature of the trade. Hundreds of conferences and seminars are held every day, many of them small affairs in minor hotels. Even so, it is reckoned that some £800m is being spent annually on the UK conference circuit, with much of it coming from abroad.

Britain as an international conference location really took off in the 1960s, and by the 1970s London was the world's prime conference centre. Growth slowed somewhat in the early 1980s as the result of economic recession, but an improvement was recorded in 1985 and further expansion is expected this year.

The "meetings industry," as it is now being described, is thus an established part of the UK service economy and an important earner of foreign ex-



London's prestige new Queen Elizabeth II conference centre, at Westminster, opens this summer

change. But there are signs that the exhibition sector is far from achieving its full international potential, while Paris, the Riviera and such "high efficiency" countries as West Germany and Switzerland are eating into Britain's share of the lucrative conference market.

The UK exhibition industry faces three main problems:

- Britain is peripheral to Europe's main markets.
- London, the capital and preferred location, has no large-scale, up-to-date centre.
- Costs to exhibitors are greater than almost anywhere else.

London's lack of anything to compare with the facilities in just about any major city in Northern Europe, not to mention Barcelona and Milan, also

puts it at an absurd disadvantage. London is what most UK visitors, and a majority of native Britons, consider to be Britain's shop window. Yet the purpose-built exhibition halls available, including Earl's Court and Olympia, are no more than medium-sized by international standards and are in most cases decades old.

The fact that Earl's Court and Olympia has begun to carry out ambitious expansion plans will not change this. Earl's Court has spent £25m on improved facilities since 1980, and a planned new hall will increase available floor space by more than 25 per cent. More parking space will also be provided. But is it enough?

What London needs, according to all objective voices in

the industry, is a new first division facility. There are persistent whispers that one is to be constructed alongside the M4 motorway, between West London and Heathrow Airport—one of Europe's primary and most accessible locations, linked to the Channel by M25.

Two arguments militate against a new London venue, however. First, Britain already has an award-winning National Exhibition Centre (NEC) just outside Birmingham, which this year celebrates its 10th anniversary. To open a second in London, the NEC maintains, would be an unnecessary duplication of effort and a betrayal of the view that there is more to the UK than its already bloated capital city.

The second argument against that trend, particularly in the UK, is towards smaller, highly-specialised shows with their clientele precisely targeted. It is felt that monster exhibitions in halls straining at the seams often look good but attract too much casual interest among people unlikely to place orders for the goods on show.

Mr Paul Sauter, newly-appointed first chief executive of the Association of Exhibition Organisers (AEO) and until recently head of Manchester Chamber of Commerce, is clear about what the industry wants. "The attractions of London are very strong," he says. "The NEC has done some superb work and offers some of the best facilities in the country."

Mr John Cole, the NEC's marketing manager, is already bending himself to the task ahead. A naturally optimistic man, he sees the National Exhibition Centre not just as an exercise in civic initiative, made possible by the unique enterprise of the Birmingham city and West Midlands county councils, but as a means of redressing the old imbalance of exhibition trade between Britain and Europe.

He reminds doubters that Birmingham is already by far the biggest and most modern large exhibition venue in the UK and has received city and county approval for a £200m programme of expansion.

Certainly the capital is not going to have everything its own way. The NEC has established itself as Britain's market leader in the industry and in 1984 generated 37 per cent of all spending by UK exhibitors. If Birmingham should secure the 1982 Olympic Games, with the NEC as principal site, its profile could be raised right out of London's reach.

But other factors are at work as well. One-third of the total spending in 1984 arose from

activities of halls outside both London and Birmingham. Manchester G-Mex and the Scottish Exhibition Centre, in Glasgow—both government-aided—are rapidly establishing their reputations, and other venues are determined not to be left behind.

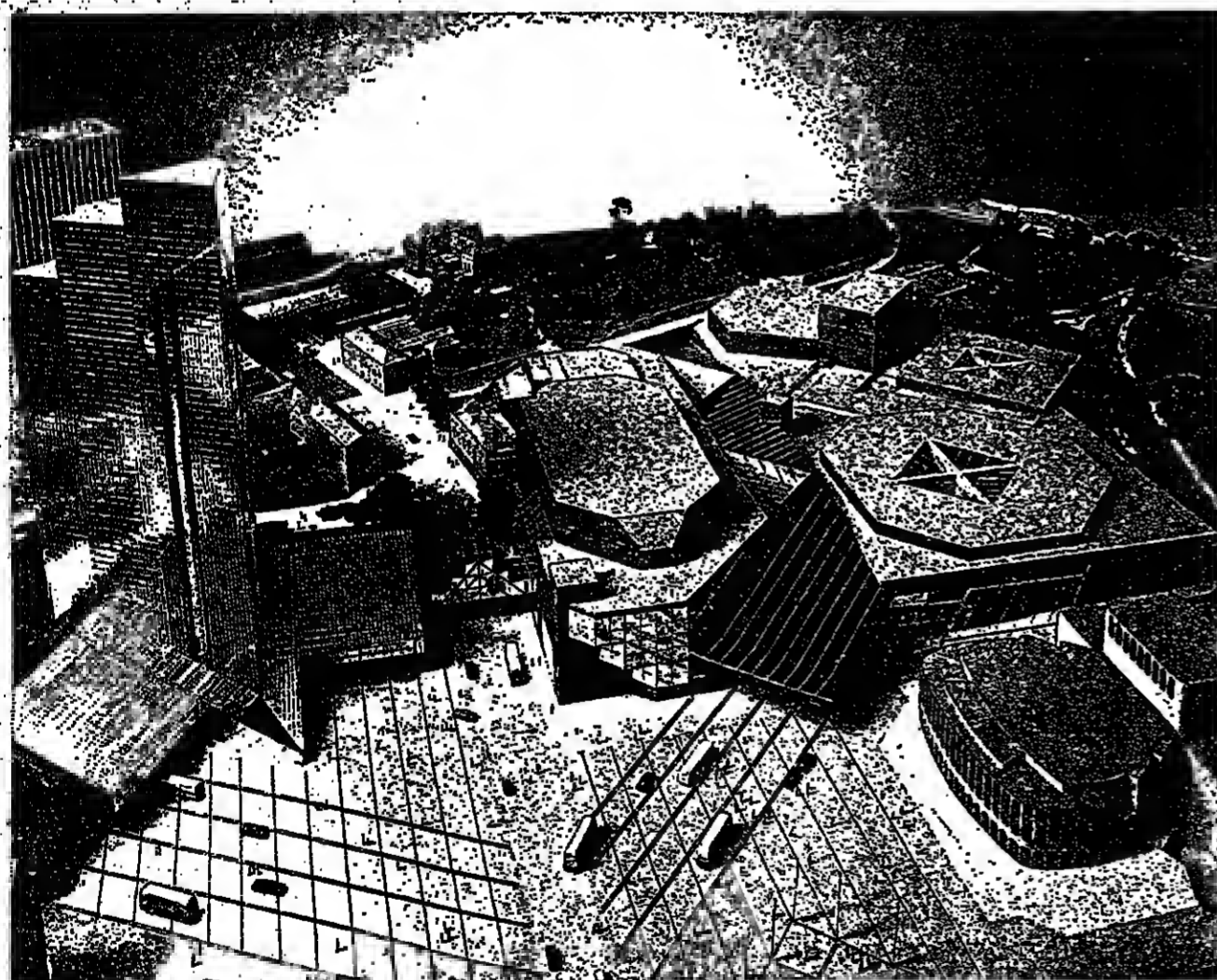
The third problem to be tackled is cost. Exhibition space in Britain is now the most expensive in Europe, reckoned by the AEO to be a threat to the industry's future. Space in Britain is provided in the main by private enterprises enjoying no public subsidies, and the need for a commercial return on investment contrasts sharply with the financial accommodation reached on the Continent between municipal and trade association organisers, on the one hand, and intending exhibitors on the other.

One development which has had a beneficial effect on exhibition revenue in recent years has been the increasing link-up with conferences. Businessmen, it is now recognised, do not merely wish to have new machinery demonstrated, they want to give proper consideration to the implications of change it could mean for their company at every level. Conference tie-ups have proved popular and seminar facilities are fast becoming an integral part of exhibition venues.

Conferences themselves are in no sense a victim of their own success. So many businesses and professional groupings now use seminars, conventions and conferences that the country's capacity to absorb them all is in danger of being exhausted.

What is beyond dispute is that Paris has been making steady headway in its war with London for the bulging wallets of the conference trade. But the UK industry, with the prestige new Queen Elizabeth II Conference Centre at Westminster ultra-secure and with the imprimatur of government—as its flagship when it opens this summer, is fighting back. If costs this year can be prevented from running riot, the outlook appears brighter than for several years.

Birmingham. Model convention city.



Imagine, if you can, the model convention centre. Forget, for the moment, all those leisure centres in remote parts of the country that double up as conference centres.

No, we're talking about the real thing. Purpose-built with considerable input from conference organisers and producers.

Not just from this country but from all over Europe and the United States.

Designed to meet the exacting needs of up to 3,500 delegates in 11 multi-function halls.

Now keep imagining it until 1990.

Then you can set foot inside Europe's newest convention centre.

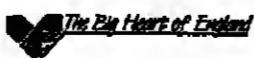
Costing some £106 million and built in the very heart of Birmingham.

Which, as every conference organiser appreciates, is at the very heart of England, the natural location for such a world-beater.

Thanks to an admirable road and rail system that means nowhere in the UK is more than four hours' distant.

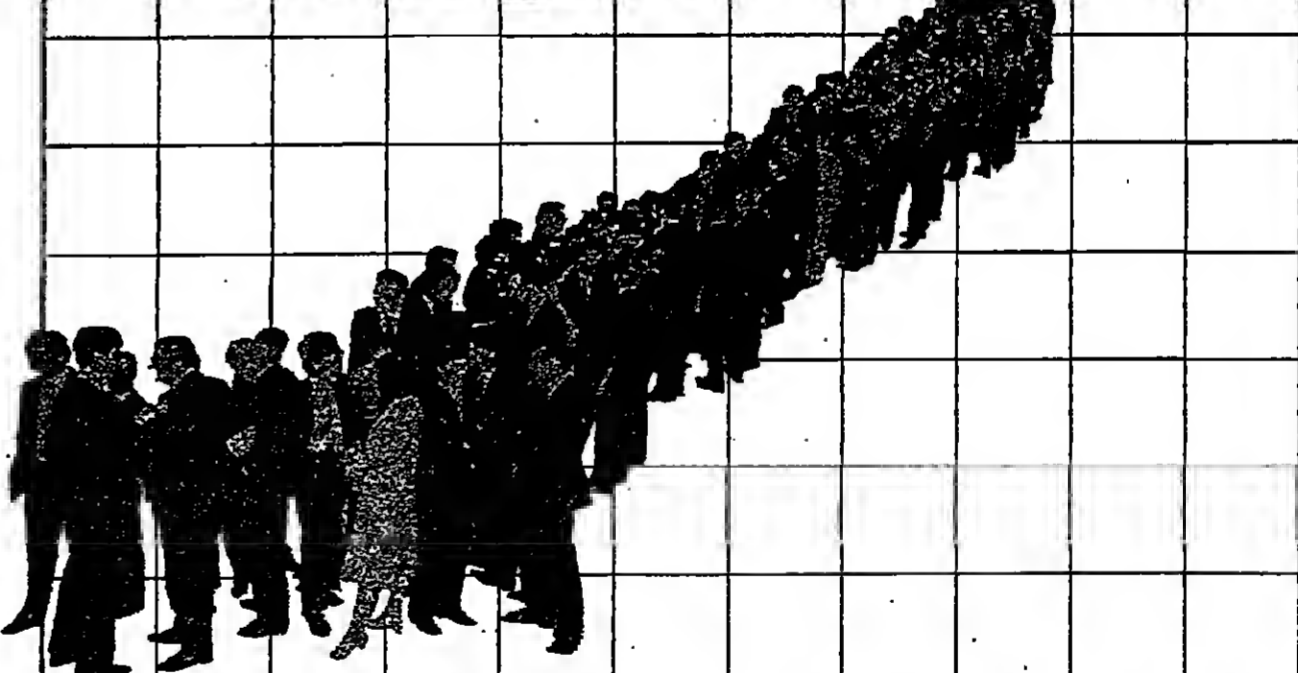
And the new Birmingham International Airport that makes Europe just as close. With the rest of the world not far behind.

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1976 1977 1978 1979 1980 1981 1982 1983 1984 1985 1986

Over the last decade, the NEC in Birmingham has had a magical effect on the growth of exhibitions and events, large and small. Giants like the British International Motor Show, boasting a record year in 1984, Interbuild (Britain's largest single trade event), the International Spring Fair (occupying every inch of hall space) and IPEX (a European leader in print and graphic design) have all expanded and prospered. And it's not only the big shows. Since they came to us, high-tech exhibitions such as Which Computer?, Design Engineering and Electrex have seen higher attendances every year.

We've even helped the gardeners grow. In 10 years with us, GLEE (the Garden and Leisure Exhibition) has happily tripled its floor space.

In 1986 and 1987, we have already attracted 26 new exhibitions, convincing twelve additional organisers who previously had not brought shows to Birmingham.

Not to mention the host of product launches, sports championships, conventions and concerts that now come to us every year.

It could simply be that the NEC is the largest and yet most flexible centre of its kind in Britain. There's the 1,200-bed luxury Metropole hotel and confer-

ence centre 'on site' as well as the facilities of the Birmingham Convention and Visitor Bureau, helping to promote the NEC and the 'Big Heart of England' all over the world.

Or NEC's unique accessibility. Besides direct motorway links and our own main line station, we've recently added a fine international airport terminal with fast increasing overseas services.

Perhaps it's because we've just spent another £5 million on improving the centre and developed a stunning 'black box' stage-setting ideal for product launches.

Or maybe it's because we can organise shows as well as stage them. The talented professionals in our Exhibitions and Events Division are helping to initiate a series of successful new shows.

In September 85, British Telecom called on us to host Britain's biggest ever Annual General Meeting. And, this year, we are the focal point of Britain's forceful bid for the 1992 Olympic Games.

If you'd like to find out how we can help you, just call us in BIRMINGHAM on 021-780 4141. But hurry. With a success story like ours, there's a good chance your competitors might try to jump the queue.



THE NATIONAL EXHIBITION CENTRE
Ten years of setting the standards.

Conferences and Exhibitions 3

Intense rivalries among skilled operators

The organisers

WALTER ELLIS

RIVALRIES between different conferences and exhibition centres are beginning to reach an intensity which resembles that between competing railway companies in Victorian times. The cities and towns which are vying for trade are seeking to outdo one another in their self-promotion as ideal centres for a convention or trade show.

The National Exhibition Centre or Earls Court? Harrogate or Brighton? The Wembley Conference Centre or the Metropole Hotel? These are but a few of the many choices confronting organisers of the "meetings industry".

The fact is that talking about things and deciding what to buy has become one of today's boom industries. And, perhaps characteristically, Britain is better known for conferences than shows. Just as the City of London, which manufactures nothing, is out-performing British industry, so the organisation of talk rather than exhibitions of plant and machinery has become a latter-day UK speciality.

The organisers are highly professional and skilled operators. From offices throughout the UK, they match supply and demand in a manner requiring not merely the ability to plan a disparate range of events over a wide geographical area, but a talent for discerning actual facilities in a sea of promotional hype.

Barbican Centre, also in London, in February. The rivalry that permeates the industry is evident from the fact that there are two such shows, with one following hard on the heels of the other. A recent attempt by ITP and FEL to organise a joint show came to grief when FEL pulled out at the last minute, claiming that a working agreement had not been reached — something which ITP actively denies.

The result is that Excite and Confex will virtually overlap in 1987, doing neither party much good and denying potential visitors a unified presentation of the facts.

Excite Exhibition (EXE), the UK division of Cahners Expositions Group, the world's largest exhibition and trade show operators, currently organises 18 important British trade shows, including the professional "Which Computer?" Show, staged at the NEC in January.

At the NEC, however, there are some signs of a change. The NEC Exhibitions and Events Division acts as risk-taker and promoter of shows when it becomes clear that no outside force is likely to emerge. Recently, the new division approached the automotive components industry and helped establish Autotech. The show was a success and is to be repeated in Birmingham every two years.

Mr John Cole, marketing manager of the NEC, finds no incompatibility here. The opportunity, he says, now exists for organisers of exhibitions to get together and build up a series of related shows under one roof, with individual halls housing each separate fair but with a theme running throughout.

An example is the NEC's Metals '86, which unites a series of mini-shows. Thus, small and large can co-exist. British exhibitions, unlike many on the Continent, tend not to be organised by the owners of the venues, and only a few, like the Motor Show or the Toy Fair, are the result of trade association initiatives. Entrepreneurs are more obviously in the fore in the UK, guided by the professional advice and ault of the personal and fragmented nature of much of British industry.

Mr Alan Gash, B.E.D.'s managing director, originally staged his shows in London but transferred to the NEC in 1975. He has since moved back. Most of his shows are concerned with business equipment and printing and his customers, he says,



The NEC at Birmingham: following the opportunities to hold mini-shows under one roof.

prefer a London location. However, Olympia and Earls Court — owned by Sterling Guaranty — are expensive and difficult to book, and like many others in the business, Mr Gash would welcome a third major London venue.

Conference organisation is a different art, though sharing several features. Those, literally millions, of men and women who attend conferences each year basically want four things from a successful meeting: Information on the subject under discussion; Facilities that make the dissemination of that information efficient and relaxed; A comfortable bed and good meals; Trouble-free communications, including transport.

In the UK, the number of hotels offering conference facilities is large and growing. London is the obvious centre, but there are important locations elsewhere: for example, the Gleneagles Hotel, in Scotland; the Metropole, Birmingham; and Leeds Castle, in Kent.

Brisk trade But parallel to this development has been the rapid growth of purpose-built conference centres, large and small, dedicated to the "meetings industry." Wembley Conference Centre is one of the best-known, but centres in Brighton, Manchester and elsewhere are doing brisk trade.

The managerial Queen Elizabeth II Conference Centre, opposite Westminster Abbey, became the best-known of all when it opens in June.

Switch for business show

A SIGNIFICANT change in strategy for UK exhibitions for the business equipment industry has just been announced in London.

The International Business Show (IBS), which in its heyday packed the largest halls at the National Exhibition Centre, near Birmingham, will now be absorbed into a new-look and enlarged London Business Equipment Show at Earls Court.

Although 25,000 visitors attended last October's IBS, "it has become clear that many exhibitors prefer the show to be staged in London," say the joint organisers, B.E.D. Exhibitions and BETA Exhibitions.

The new strategy will embrace two biennial shows which together will provide an annual London event for the business equipment industry. In the intervening years between the big Earls Court shows, the organisers will launch an entirely new show in 1987, entitled "Office '87" will be held at Olympia in early June, enabling suppliers to make a UK-launch of new products introduced at the massive Hannover Fair in March.

Mr Alan Gash, managing director of B.E.D., the company voted Exhibition Organiser of the Year by readers of the industry magazine, Conferences and Exhibitions International, says that organisers "thought long and hard about changing the name of LBES, fully aware that the use of the word 'international' as in International Business Show, raised eyebrows, if not open doubts, in some minds."

"The international element in a multi-national industry is not always clearly identifiable or substantive. In the event, we decided that the inclusion of the name 'London' in the title of LBES identifies the exhibition with the nation's capital city and gives the show all the stature it needs."

Organisers in the UK are capable and certainly numerous. They wish to ensure that as the industry grows, it realises its full, and considerable, potential.

MIKE WILTSHIRE

A lot of hotels boast about their conference facilities, then keep quiet about the bill.

How many times have you organised a conference — only to be presented with an over-inflated bill? When you book with Novotel, however, it's a different story. You know exactly what you get — and what it costs.

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aeo

More local support needed

UK markets

LORNE BARLING

ALTHOUGH estimates of the growth of the British exhibitions and conference industry vary considerably, it is widely accepted that recession has had little impact on their success, and the prospects for the next few years are generally regarded as good.

At the same time, the industry is increasingly aware of the importance of attracting new foreign business, and is being assisted in this by a number of Government-backed organisations such as the British Tourist Authority and British Overseas Trade Board.

It is recognised that Britain has a number of inherent advantages in attracting international conferences — most notably use of English and the many attractive tourist spots which can be visited in free time — but it is also evident that the level of support provided for organisers and venues is

considerably less than in Continental countries and North America. Exhibitions within the UK suffer from similar lack of underlying support from local organisations, and although this is now thought to be improving, it remains a long way from the kind of enthusiasm, with flags and welcome parties, which is displayed in countries such as West Germany.

Mr Sandy Angus of exhibition organisers Andry Montgomery is the current chairman of the Association of Exhibition Organisers, and believes that considerable effort must now be made to ensure that the UK is competitive with other countries.

The biggest worry is our ability to contain our costs because other countries have quite different means of financing their exhibition centres. One German exhibition charges about half its UK equivalent, which causes concern," he says.

Continental exhibitions are heavily subsidised by a variety of different groups, including state and local government, often with the close co-operation of the hotel industry and other involved organisations, Mr Angus points out.

On the road to success...

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DATES 1986

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TRANSPORT	International Transport Exhibition
WOOD CONSTRUCTION	AND HOME IMPROVEMENT
ELTEC	Electronics Exhibition
INTERFORST	International Trade Fair for Forestry and Wood Processing
FASHION-START-MUNICH	International Fashion Fair
ISPO-AUTUMN	International Sports Equipment Fair

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INTERNATIONAL APPOINTMENTS

Managing director for the Ferruzzi holding company

By Alan Friedman in Milan

MR MARIO GABRIELLI, the former finance director of Italy's ENI state energy group, has been appointed managing director of Agritalia Finanziaria, the holding company of Italy's Ferruzzi business conglomerate.

The appointment of Mr Gabrielli, which takes effect immediately, comes just as the Italian group, which has \$6.5bn of assets, is hoping to conclude an agreed takeover of British Sugar, the subsidiary of S & W Beristoff of the UK.

His departure came as a result of the incident last July when he ordered the purchase of \$125m for ENI, which sent the lira nearly 20 per cent down against the US currency in a single day.

Daimler-Benz head takes top AEG role

By John Davies in Frankfurt

PROFESSOR Werner Breitschwert, chief executive of Daimler-Benz, the West German motor vehicle concern, is stepping in personally to head the supervisory board of AEG, the electrical company.



Prof Werner Breitschwert stepping in personally

This follows the Cartel Office's recent decision to approve Daimler-Benz's taking a majority stake in AEG as part of its expansion in high technology. Daimler initially took a 24.9 per cent stake in AEG last year and is extending this to a 56 per cent holding.

New chief at Black and Decker

By Co. Financial Staff

MR NOLAN D. ARCHIBALD, the 42-year-old president of Black and Decker, the Maryland-based power tool manufacturer, is to become chief executive on March 20, in place of Mr Lawrence J. Farley, 49, who will remain chairman.

Cardo board quits

CARDO, the southern Sweden sugar, seeds and biotechnology company, has announced that its board of directors and its president, Mr Per Lindblad, will resign their posts following the successful bid for it by Volvo, reports AP-DJ from Stockholm.

The board is to step down after presentation of the group's 1985 results on March 11. Mr Lindblad has said that he also wishes to resign, but is willing to stay on until a new president is appointed.

Allied-Signal Henley post

By Alan Friedman in London

ALLIED-SIGNAL, the diversified New Jersey group with interests in aerospace to the motor industry, industry and technology and energy, has appointed Mr Paul M. Montrone president of the Henley Group, an investment side which it is selling largely to its shareholders.

Top changes at Pension Fund Association

By Alan Friedman in London

Mr John McLachlan (Reed International) has replaced Mr Geoffrey Huxson as chairman of the investment committee of the NATIONAL ASSOCIATION OF PENSION FUNDS for a term of two years. Mr Donald Brydon (Barclays Investment Management) has been appointed vice chairman of the committee.

THE FINANCIAL TIMES is proposing to publish a Survey on GHANA on Monday May 19 1986. Advertising copy date for this Survey is Monday April 21 1986.

F.T. CROSSWORD PUZZLE No. 5,962. ACROSS: 1 Medicated preparation reduced by 10 per cent (8). 2 Bank for a picture show (5). 3 Animal arrived, then left (6).

APPOINTMENTS. The Virgin Group has announced the appointment of Mr Ron Simms as managing director and Mr Paul Byron as commercial director of VIRGIN HOLIDAYS.

FT UNIT TRUST INFORMATION SERVICE

Table listing various unit trusts and their performance metrics. Columns include Trust Name, Investment Objective, and Performance Data (e.g., 12m, 3m, YTD).

AUTHORISED UNIT TRUSTS & INSURANCES

Main table containing financial data for various unit trusts and insurance companies, including names, addresses, and performance metrics.

INSURANCES

Table listing various insurance policies, providers, and associated financial details.

INSURANCE, OVERSEAS & MONEY FUNDS

Table of insurance and overseas funds including Standard Life Assurance Co Ltd, Swiss Life Assurance Co Ltd, and various international investment funds.

Table of insurance and overseas funds including The English Trust Group, Equity & Law International, and various international investment funds.

Table of insurance and overseas funds including Manufacturers International Ltd, Midland Bank Trust Corp, and various international investment funds.

Table of money market and bank accounts including Money Market Trust Funds, Money Market Bank Accounts, and various international investment funds.

OFFSHORE AND OVERSEAS

Table of offshore and overseas funds including Acthams Investment Fund SA, Ally Investment, and various international investment funds.

TRADITIONAL OPTIONS

Table of traditional options including 3-month call rates, various call and put options, and other financial instruments.

BRITISH FUNDS

Table of British Funds with columns for Fund Name, Price, Last, and YTD %.

Over Fifteen Years

Table of funds with over 15 years of history.

Undated

Table of undated funds.

Index-Linked

Table of index-linked funds.

INT. BANK AND OSEAS GOVT. STERLING ISSUES

Table of international bank and government sterling issues.

COMMONWEALTH & AFRICAN BONDS

Table of Commonwealth and African bonds.

LOANS

Table of loans.

Financial

Table of financial instruments.

FOREIGN BONDS & RAILS

Table of foreign bonds and rails.

AMERICANS

Table of American funds.

AMERICANS - Cont.

Continuation of American funds table.

CANADIANS

Table of Canadian funds.

BANKS, HP & LEASING

Table of banks, hire purchase, and leasing.

BEERS, WINES & SPIRITS

Table of beer, wine, and spirit funds.

Building Societies

Table of building societies.

Public Board and Ind.

Table of public board and industrial funds.

AMERICANS

Table of American funds.

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Table of beer, wine, and spirit funds.

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Public Board and Ind.

Table of public board and industrial funds.

AMERICANS

Table of American funds.

LONDON SHARE SERVICE

Main table of London share service with columns for Company Name, Price, Last, and YTD %.

ENGINEERING - Continued

Continuation of engineering shares table.

INDUSTRIALS - Continued

Continuation of industrial shares table.

Table with columns: Industry, Stock, Price, Last, Bid, Offer, % Chg, YTD % Chg. Includes sections for Industrial, Leisure, Property, Investment, Finance, Land, and Mines.

Table with columns: Industry, Stock, Price, Last, Bid, Offer, % Chg, YTD % Chg. Includes sections for Industrial, Leisure, Property, Investment, Finance, Land, and Mines.

Table with columns: Industry, Stock, Price, Last, Bid, Offer, % Chg, YTD % Chg. Includes sections for Industrial, Leisure, Property, Investment, Finance, Land, and Mines.

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Table with columns: Industry, Stock, Price, Last, Bid, Offer, % Chg, YTD % Chg. Includes sections for Industrial, Leisure, Property, Investment, Finance, Land, and Mines.

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Table with columns: Industry, Stock, Price, Last, Bid, Offer, % Chg, YTD % Chg. Includes sections for Industrial, Leisure, Property, Investment, Finance, Land, and Mines.

Notes and regional/irish stocks section. Includes text: 'Notes: Various notes regarding stock prices and market conditions.' and 'Regional & Irish Stocks: A selection of regional and Irish stocks, the latter being quoted in sterling.' followed by a table of regional and Irish stocks.

BUSINESSMAN'S DIARY

UK TRADE FAIRS AND EXHIBITIONS
Current Glass and Glass Technology Exhibition - GLASSEX (0378 77966) (until March 5) NEC, Birmingham

OVERSEAS TRADE FAIRS
March 3-7 Asian Safety, Security and Fire Equipment Exhibition (01-487 2822) Kuala Lumpur

BUSINESS AND MANAGEMENT CONFERENCES
1986 (01-621 1356)
Hotel Inter-Continental, WI
March 17-19 FT Conference: Technology and the New Securities Markets (01-621 1356)

CONSTRUCTION CONTRACTS

Manchester motorway maintenance

EDMUND NUTTALL has awarded a contract worth £2m. A £2m contract has been placed by the Department of Transport for the maintenance of Greater Manchester's motorways.

starts shortly with a 50 week contract period. The lake is to be enlarged by removing the perimeter wall and replacing it with a wall on the seaward side followed by the dredging of 17,000 cu metres of beach and lake bed material.

Scottish projects for Tarmac

Two projects in Scotland are included in contracts, worth over £5.5m awarded to TARMAC CONSTRUCTION. The largest is for building a £1.6m six-storey office block in West George St, Glasgow, for Bett Brothers (Properties).

£4m Guildford hotel scheme

WILTSHIER SOUTHERN, Winchester, has been awarded a contract by Trusthouse Forte to build the Guildford Post House Hotel, worth over £4m.

Office tower in Ontario

Taylor Woodrow Construction Corporation, of New York, has been awarded a \$14m (£10m) contract by Dover Park Development Corporation to build a 16-storey office tower in Hamilton, Ontario, Canada.

Good start for Wallis

In the first month of 1986, G. E. WALLIS & SONS has started projects totalling £10m in London, Bristol and Swansea.

Building homes in north west

Building and civil engineering contracts totalling over £5m, have been won by Warrington-based CURTIS & CO.

The week's business in parliament

Commons: Debate on Welsh affairs on an adjournment motion. Debate on a motion taking note of EC documents.

Commons: Remaining stages of the Housing (Scotland) Bill. Second Reading. Bill on the Environment (Scotland) Bill.

Commons: Debate on the Government motion taking note of the White Paper on developments in the EC between 1984 and 1985.

Commons: Debate on the Law relating to charities. Short debate on the case for a new structure for the House of Commons.

Commons: Opposition Day: Debate on the plight of the elderly. Motion on local government reorganisation regulations.

Anyone wishing to attend any of the above events is advised to telephone the organisers to ensure that there has been no change in the details published.

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Bovis builds Algarve hotel

BOVIS INTERNATIONAL has been appointed managing contractor for a 150-room, five-star luxury hotel at Quinta do Lago in the Algarve, Portugal.

The Nippon Credit Bank (Curacao) Finance N.V.

US\$ 100,000,000 12% Guaranteed Notes due 1992

NOTICE IS HEREBY GIVEN that pursuant to Condition 5(b) of the Notes, US\$ 10,000,000 principal amount of the Notes has been drawn for redemption on the 4th April, 1986, at the redemption price of 101% of the principal amount, together with accrued interest to 4th April, 1986.

Table with 10 columns of serial numbers and corresponding values for the Nippon Credit Bank notes redemption.

On the 4th April, 1986, the said redemption price will become due and payable on each Note to be redeemed, together with accrued interest from 30th January, 1986 to 4th April, 1986 amounting to US\$ 114.44 per US\$ 5,000 Note.

Payment of the Notes to be redeemed will be made on or after 4th April, 1986 upon presentation and surrender of the said Notes, with all coupons appertaining thereto, at any of the following Banks:-

- Bankers Trust Company, Dashwood House, 69 Old Broad Street, London EC2P 2EE
Banque Indosuez Luxembourg, 39 Allée Scheffer, Luxembourg
Swiss Bank Corporation, Aeschenvorstadt 1, CH-4002 Basle, Switzerland

WORLD STOCK MARKETS

Table of world stock markets including sections for Austria, Germany, Australia, Japan, Canada, Denmark, France, Hong Kong, Italy, Norway, South Africa, Sweden, Singapore, and Switzerland. Each section lists various stocks with their prices and changes.

CANADA

Table of Canadian stock markets including Toronto and Montreal. It lists various stocks such as AMCO, Alcan, and various banks, along with their prices and changes.

OVER-THE-COUNTER

Table of over-the-counter stock prices, listing various companies and their current market prices.

NEW YORK INDICES

Table of New York stock market indices, including Dow Jones Industrial Average, S&P 500, and various sector indices.

NYSE COMPOSITE CLOSING PRICES

Table of NYSE composite closing prices for various stocks, including financial and industrial sectors.

Advertisement for 'Special Subscription' of 'Hand Delivery Service' for 'Financial Times Europe's Business Newspaper'. It includes a map of Europe and contact information for Richard Williams.

Table of Canadian stock markets including Toronto and Montreal. It lists various stocks such as Alcan, Inco, and various banks, along with their prices and changes.

Closing Prices, February 28

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

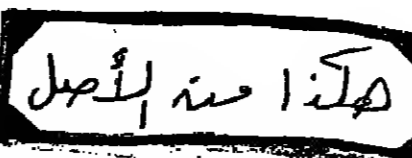
Main table containing stock listings with columns for stock name, price, and change. Includes sub-sections for 'NEW YORK STOCK EXCHANGE' and 'NASDAQ LISTED STOCKS'.

NYSE COMPOSITE CLOSING PRICES

AMEX COMPOSITE CLOSING PRICES

Table of NYSE Composite Closing Prices. Columns include Stock, Div, P/E, High, Low, Last, and Change. Includes sub-sections for 'Continued from Page 36' and 'Continued on Page 35'.

Table of AMEX Composite Closing Prices. Columns include Stock, Div, P/E, High, Low, Last, and Change. Includes sub-sections for 'Continued on Page 35' and 'Continued on Page 36'.



OVER-THE-COUNTER Nasdaq national market, closing prices, February 28

Table of Over-the-Counter (Nasdaq) closing prices. Columns include Stock, Sales, High, Low, Last, and Change.

Continued on Page 35

Continued on Page 36

CURRENCIES, MONEY and CAPITAL MARKETS

FOREIGN EXCHANGES

The weak and the strong

BY COLIN MILLHAM

Currencies divided into blocks last week, which were simply a reflection of their weakness or strength, and had nothing to do with currency agreements or geographical location.

The dollar, Canadian dollar and sterling were the weak currencies, and the D-mark, Swiss franc and Japanese yen were strong.

There are obvious geographical links between the US and Canada, and West Germany and Switzerland, but the reasons for the movement of their respective currencies were not the same.

The dollar touched its lowest levels for about four years against the D-mark and Swiss franc, but was little changed against the yen.

These three currencies have taken it in turn to lead against the dollar, before passing while the others catch up. Part of the reluctance to continue pushing the dollar down against the yen last week was comments by Japanese officials, including Mr Yasuhiro Nakasone, the Prime Minister, indicating a wish for stability.

Buying demand centred on the D-mark, as the move out of the dollar continued. Mr Paul Volcker, chairman of the Federal Reserve Board, surprised the market and tended to encourage dollar weakness, when he told a Congressional committee he had no substantial difference of opinion with Mr James Baker, US Treasury Secretary, about the currency.

£ IN NEW YORK

Table with columns: Close, Feb. 28, Prev. close. Rows for 1 month, 3 months, 6 months, 12 months.

Forward premiums and discounts apply to the U.S. dollar.

Reports from Tokyo indicated that a Group of Five meeting was planned for early this month, in London, but here again there appears to be confusion.

Senior officials from the seven leading industrial nations, known as the Group of Seven, are to meet in London around that time, to discuss the agenda for a May summit in Tokyo.

The other strong currency, the Swiss franc, remained supported by the lack of Swiss banking exposure to Mexican and South American debt, where difficulties caused by falling prices among the oil producers, threatened to cause problems for US banks.

Proposals to cut the Canadian budget deficit were not well received, and coupled with the effects of falling oil prices put pressure on the Canadian dollar. The Bank of Canada probably provided some support, when the Canadian dollar fell below 70 US cents on Friday.

Sterling also suffered from the decline in oil prices, finishing the week unchanged at \$1.4470, but falling to DM 3.2275 from DM 3.3400. FF 8.93 from FF 10.28; SFR 2.7325 from SFR 2.80; and Y261 from Y264.75. On Bank of England figures the exchange rate index fell to 73.5 from 74.5.

CURRENCY FUTURES

POUND-STERLING (FOREX EXCHANGE) Spot 1.4470 1.4412 1.4309 1.4183 1.3876

1.4470-STERLING £25,000 \$ per £ Close High Low Prev

March 1.4450 1.4465 1.4285 1.4705 June 1.4340 1.4465 1.4340 1.4820

LIFFE-DEUTSCHE MARKS DM 125,000 per DM Close High Low Prev

March 0.6330 0.6345 0.6435 0.6470 June 0.6421

LIFFE-DOLLAR (FOREX EXCHANGE) Close High Low Prev

March 0.9220 0.9235 0.9315 0.9330 June 0.9220 0.9235 0.9315 0.9330

CHICAGO U.S. TREASURY BONDS (CBT) \$5, \$10,000 32nds of 100%

March 92.20 92.25 92.30 92.35 June 92.20 92.25 92.30 92.35

LIFFE-STERLING (FOREX EXCHANGE) Close High Low Prev

March 1.4470 1.4412 1.4309 1.4183 June 1.4470 1.4412 1.4309 1.4183

LIFFE-EURODOLLAR OPTIONS

Table with columns: Strike price, Call, Put, Last, Vol, etc. Rows for March, June, Sept, Dec.

LIFFE £/\$ OPTIONS £25,000 (cents per £) Strike price Call Last Put Last

Table with columns: Strike price, Call, Put, Last, Vol, etc. Rows for March, June, Sept, Dec.

LIFFE \$/£ OPTIONS \$25,000 (cents per \$) Strike price Call Last Put Last

Table with columns: Strike price, Call, Put, Last, Vol, etc. Rows for March, June, Sept, Dec.

PHILADELPHIA SE \$/£ OPTIONS \$12,500 (cents per £) Strike price Call Last Put Last

Table with columns: Strike price, Call, Put, Last, Vol, etc. Rows for March, June, Sept, Dec.

LONDON 20-YEAR 12% NATIONAL GILT £50,000 22nds of 100%

Table with columns: Close, High, Low, Prev, etc. Rows for March, June, Sept, Dec.

LIFFE-STERLING (FOREX EXCHANGE) Close High Low Prev

Table with columns: Close, High, Low, Prev, etc. Rows for March, June, Sept, Dec.

EXCHANGE CROSS RATES Feb 28 \$ £ DM YEN PFF SFR Lira CS BFR

Table with columns: Currency, Rate, etc. Rows for \$, £, DM, YEN, PFF, SFR, Lira, CS, BFR.

Yen per 1,000: French Fr per 10; Lire per 1,000; Belg Fr per 100.

POUND SPOT-FORWARD AGAINST POUND

Table with columns: Feb 28, Day's spread, Close, One month, etc. Rows for US, Canada, Mexico, etc.

DOLLAR SPOT-FORWARD AGAINST DOLLAR

Table with columns: Feb 28, Day's spread, Close, One month, etc. Rows for UK, Ireland, Canada, etc.

FORWARD RATES AGAINST STERLING

Table with columns: Spot, 1-month, 3-month, 6-month, 12-month. Rows for Dollar, German, French, Swiss, Japanese.

EURO-CURRENCY INTEREST RATES

Table with columns: Currency, Term, Rate, etc. Rows for Sterling, U.S. Dollar, Canadian Dollar, etc.

EMS EUROPEAN CURRENCY UNIT RATES

Table with columns: Currency, % change, etc. Rows for Belgium, Danish, German, French, Dutch, Irish, Italian.

MONEY MARKETS

Sterling holds the key

Interest rates continued to fall on the London money market last week, but hopes of lower base rates tended to fade, as the pound reacted nervously to oil price movements.

UK clearing banks base lending rate 12 1/2 per cent since January 9

Interest rates, but with May delivery North Sea crude losing 1 cent a barrel on Friday, when it was quoted at \$12.70, sterling came under pressure.

Good UK trade figures, published on Wednesday, followed equally encouraging January data on currency reserves, money supply, bank lending and public sector borrowing, released earlier in February.

Taken together these figures turned sentiment in the money market from expectations of an imminent rise in bank base rates, to optimism about a cut, but the performance of sterling will provide the key.

BANK OF ENGLAND TREASURY BILL TENDER

Table with columns: Bills on offer, Total allocated, etc. Rows for Feb. 02, Feb. 01, Feb. 28, Feb. 21.

FT LONDON INTERBANK FIXING

Table with columns: Three months US dollar, Six months US dollars. Rows for bid 7 3/4, offer 7 7/8.

LONDON MONEY RATES

Table with columns: Over night, 7 days, etc. Rows for Interbank, Sterling CDs, etc.

WEEKLY CHANGE IN WORLD INTEREST RATES

Table with columns: LONDON, NEW YORK, BRUSSELS, AMSTERDAM. Rows for One month, Three month, etc.

MONEY RATES

Table with columns: Frankfurt, Paris, Zurich, Amsterdam, Tokyo, Milan, Dublin. Rows for One month, Three month, etc.

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America. More than two hundred years old and still waiting for many people to claim their share of it. Advertisement for Sangre de Cristo Ranches.

FORBES EUROPE. SANGRE DE CRISTO RANCHES INC. Advertisement for land in Colorado with scenic views and recreational opportunities.

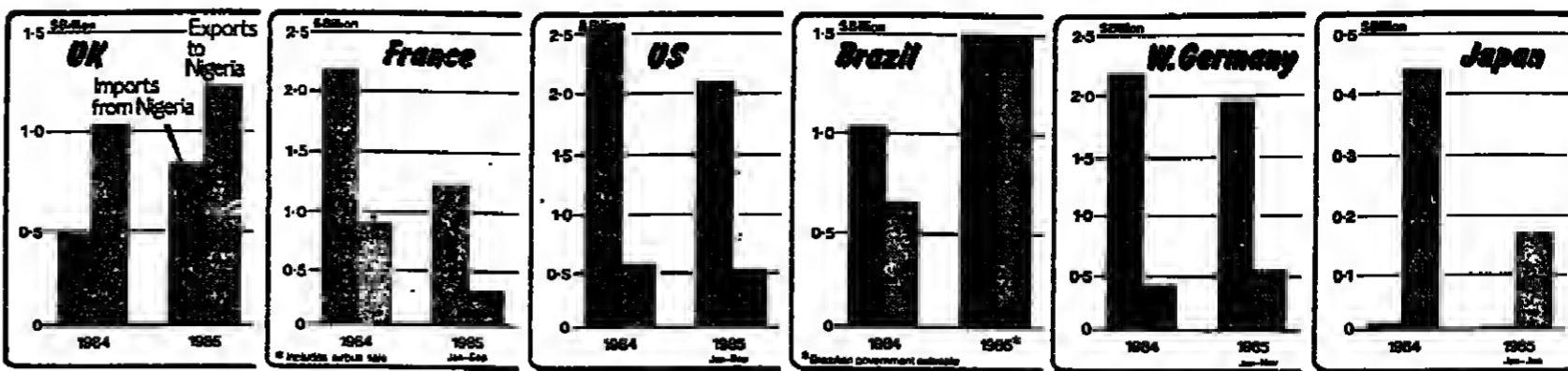
The Sumitomo Trust and Banking Co., Ltd. LONDON. U.S. \$15,000,000 Floating Rate U.S. Dollar Negotiable Certificates of Deposit.

EDF Electricite de France. US\$300,000,000 Floating Rate Notes due 1997 with Warrants permitting exchange of Notes for ECU-denominated 9 3/4% Bonds due 1995.

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NIGERIA

PART TWO: Part one appeared last Monday



THE LEADING TRADING PARTNERS OF NIGERIA

With import licences now frozen and old trade debts of at least \$5bn still unsettled, Nigeria's suppliers and importers face a tough year in a once-lucrative market. The next 12 months will be critical.

Falling oil prices cause trade cutbacks

WITHIN WEEKS of a budget that sought to cut imports to a barely tolerable level, the Nigerian military government has been forced to freeze the import licences on which domestic industry depends.

It is further evidence of the squeeze that the recent slump in oil prices is putting on an economy already under severe pressure.

"I have written this year off," says one businessman. "I will just close my eyes and keep on going."

By Christian Tyler Trade Editor

For any manufacturer in Nigeria today, the immediate prospect is grim indeed. By common consent, only the biggest can survive the economic shock, which is still to come. Others will be forced into bankruptcy—a few long-established expatriate concerns may pull out forever.

The reason for this pessimism is of course Nigeria's fearful dependence on one commodity—oil—for the wherewithal to sustain her industry. So much of the benefit of oil has been squandered, so much money has been siphoned off into external bank accounts that the Third Oil Shock—as the present price slide is being called—will be twice as painful as it should have been.

Oil has been allowed to squeeze out almost every other export industry. Last year, it accounted for more than 97 per cent of foreign exchange

revenue. In the excitement of the oil discoveries, agriculture was allowed to become moribund. For example, Nigeria used to be among the world's biggest exporters of groundnut oil. Today it has to import groundnuts. The fast-falling oil price has made nonsense of a budget that had been awarded high marks for effort by many economic commentators. President Babangida, leader of the military council that took over last August, had hoped to cut Nigeria's import bill by around N1bn to roughly N6.5bn this year. After paying for invisibles of another N1bn, that would have left N5.5bn for imports by private and state companies.

Even at last year's higher rates of imports, Nigerian industry was operating at an average capacity of only 20 per cent. At this year's intended rate, even if the policy of giving

priority to raw materials and essential goods is made to stick, it is hard to see how factories will cope. And if Nigeria fails to achieve the debt rescheduling it needs, the squeeze on imports will become a veritable clamp.

The budget made some attempt to stimulate exports without recourse to the politically-impossible naira devaluation. An import duty surcharge of 30 per cent has been imposed from the start of this year; most of the revenue is earmarked for a package of export incentives still to be implemented.

Import licences continue to be required for all types of goods, and getting hold of import licences has become a national obsession: it is the first topic of conversation at any expatriate social gathering. The 1985 licences were extended to the end of April this year, and the 1986 licences were due to be issued at the time of going to press.

A number of changes have been made to a cumbersome and largely corrupt procedure. The new licences will have to be used in quarterly instalments so that the central bank of Nigeria can keep a closer watch on the release of hard currency. Secondly, the licence applications will be vetted by state governments as well as at the centre, in an effort to check that

they go to bona fide businessmen. This could mean that wholly national companies will win preference over those still counted as foreign, and could add to the already complex bureaucracy.

Businessmen say that attempts to stamp out the illegal trade in import licences have not succeeded, even though things have been made more difficult for the middlemen: an import can now only be paid for through the bank-account of the named holder of the licence, for example.

The Government, meanwhile, has introduced another kind of licence, not valid for the release of foreign exchange, in the hope of conserving the hard currency it so badly needs if it is to pay its debts. Around N2bn worth of these licences are thought to have been issued, but few think they will be greatly used. Companies abroad will be unwilling to pay for shipments to Nigeria unless, perhaps it is for parts needed to keep a subsidiary's plant running.

There is some evidence that the licences are being used to import consumer merchandise—not the priority goods for which they were intended. The supposition is that the importers have found ways of changing their naira profits back into hard currency on the black market.

One thing is clear, however. The promised reform of the

licensing procedure will have to materialise if companies are to continue running the manufacturing and agricultural enterprises that the Government has urged them to take up in the national interest.

Incentives

On the export side, the promised package of incentives would complete the other half of Nigeria's covert devaluation. Among its main elements are the right to keep a quarter of foreign exchange earned, exemption from the new 30 per cent import levy, and priority for import licences.

Licences are still required for exports, too, a stipulation that industry hopes will soon be dropped. To get an export licence, the company has to show a letter of credit issued in his favour by his overseas customer. The snag is that the buyer may not be prepared to open such a letter unless he knows the seller has an export licence.

Furthermore, businessmen say, the red tape is just as tangled for exporting as it is for importing—something President Babangida has said he will correct.

Non-oil exports accounted for only 2.7 per cent of all exports last year. Of that fraction, two-thirds was cocoa. With the



OIL accounts for more than 97 per cent of Nigeria's foreign exchange earnings. The Government is offering incentives to foreign joint venture partners to step up oil exploration. Above: The Shell Belle Isle Rig in the Binwei Field of Bendel State.

IN THIS SURVEY

- TRADE SECTION suppliers' claims reach \$10bn; counter-trade problems; port security; imports inspection; the JMB affair; company profiles
BUSINESS GUIDE: advice for overseas visitors to Lagos; the commercial capital of Nigeria
PART ONE of this survey, which appeared on February 24, contained major articles on the political scene, the economy and industry. Copies are available from the FT's Back Copies Dept. in London, Tel. 01 623 1211.
PHOTOGRAPHS in this survey are by Ashley Ashwood.

CONTINUED ON PAGE 2.

arewa hotels advertisement with details for Durbar Hotel, Hamdala Hotel, Sokoto Hotel, and Zaranda Hotel.

Nigeria's Premier Hotel Management chain — AHL advertisement with details for Kongo Conference Hotel, Shiroro Hotel, Kwara Hotel, and Lake Chad Hotel.

An amber light for resumption

Counter-trade deals

PATTI WALDMER

NIGERIA HAS burned its fingers on counter-trade. The plan, conceived as a method of tiding the country over a period of severe foreign exchange shortage and limited overseas credit and seized on by foreign companies and governments as a rare opportunity to get a foothold in black Africa's largest market counter-trade has proved a disappointment.

But nearly six months after the military coup which brought Maj-Gen Ibrahim Babangida to power on a platform which included opposition to oil-swap deals, the government appears to have given the yellow light to a cautious resumption of the counter-trade negotiations which pre-occupied businessmen and foreign commercial attaches throughout the first half of 1985.

The caution will not be misplaced. Between September 1984 and August last year, Nigeria's eager negotiators (some of whom have since been accused of gross corruption) concluded or agreed in principle some \$1.8bn in swap deals which, according to an investi-

gating committee appointed by government, proved costly and in some cases impossible to operate.

Even before President Babangida announced the suspension of all such deals following the August 27 coup, the strategy was in trouble. A \$200m counter-trade deal with the Paris-based trading house SCOA had collapsed in July and a nearly-completed \$400m agreement with Fiat and ENI of Italy was put on ice as last summer's oil market slump made the rigid price provisions of these agreements unworkable.

Review ordered

Soon after taking power, President Babangida launched a comprehensive review of the strategy, appointing a committee of leading businessmen and academics to assess the terms of agreements involving Brazil, France, Austria and Italy (negotiated under the former military government of Maj-Gen Muhammadu Buhari), and to recommend what role counter-trade should play in future.

The committee, whose report was mainly kept secret, is understood to have sharply criticised the fact that deals were negotiated for the most part outside established government channels, and that some goods imported under the

agreements were over-priced. A Government statement on the report speaks of "serious procedural irregularities," and notes "the agreements entered into lacked an appropriate framework and adequate institutional arrangements... for price surveillance, quality inspection, strict monitoring of shipments of both imports and oil exports, and management of escrow accounts."

But the report's final conclusion was a somewhat reluctant endorsement of the strategy. Given the severity of the economic crisis, the Government summed up as follows: "it would be difficult to fault the use of counter-trade as a short-term measure for national economic revival and sustained development."

Counter-trade would continue, albeit on a "selective basis."

Such deals would henceforth be sought to finance the completion of priority projects such as the \$2.5bn second phase of Nigeria's ambitious petrochemical manufacturing programme, a \$5.6bn liquefied natural gas scheme, and the controversial \$5bn Ajokuta steel project, the largest in black Africa.

could be verified as competitive; and attempts would be made to use crude to service some debts. (There appears to have been little success so far on this last objective).

As far as possible, agreements would be on a government-to-government basis which would cut out the trading company middlemen blamed by the committee for charging excessive margins; and swaps between Nigerian associate companies and their foreign partners would be encouraged.

Four months after the committee presented its report, Nigeria's counter-trade strategy remains in limbo, and escrow accounts set up under the Austrian and Brazilian deals are understood to be swollen with several hundred million dollars in funds which cannot be spent until government authorises goods to be imported.

Nonetheless, trade officials at several Western embassies in the capital are gearing up for a new negotiating season following the appointment in January of a second review committee charged with renegotiating the old deals.

The agreement which is most likely to survive the committee's scrutiny (perhaps in renegotiated form) seems to be the following:

• A \$500m agreement with Cofina of Brazil, the country's largest private trading house. Oil liftings under the deal have continued despite the withdrawal of import licences issued for goods to be supplied under the deal. It is understood that the counter-trade review committee found evidence of overpricing of goods brought in under this agreement in 1985, especially for items such as sugar and chemicals. Cofina denies this.

The fate of a \$200m swap with Austria's Voest Alpine Intertrading and another unnamed Austrian firm, and the \$400m Italian counter-trade deal which was near conclusion just prior to the coup, remains uncertain. The \$500m SCOA agreement, suspended in July after only about a third of the oil had been lifted, seems unlikely to be reactivated.

More pressure

The pressure to revive counter-trade can only increase in the next few months as Nigeria enters the worst economic crisis of its post-independence history, facing the prospect of default on its medium and long-term debt servicing commitments and the lowest level of overseas credit

for many years. There will be no shortage of counter-trade proposals to choose from (over 40 separate offers had been tabled in 1985), including several from Britain, which has recently reversed its policy of opposing counter-trade and is understood to be willing to support bids by UK companies.

However, conditions in the world's crude oil markets have changed very substantially since these offers were made, as has Nigeria's oil marketing approach and serious doubts must now arise over the wisdom of the counter-trade strategy.

Industry experts say that its main original intention — to enable Nigeria to sell more oil by offering disguised price discounts under the deals — was never achieved as most of the deals merely replaced existing long-term contracts (many of which would have been at the higher, official crude price).

They argue that Nigeria no longer needs to disguise such discounts: it is now openly offering oil at market-linked prices, and the system of inviolable official prices fostered by Opec has all but collapsed. Given these changes, it is difficult to see what, apart from vested interests, recommends a strategy which has, over the past year, had a serious impact on Nigeria's relations with some of its traditional trading partners.



The face of big business: Chief Ernest Shonekan, who heads the nation's largest industrial conglomerate

Stronger moves towards manufacturing

Profile: UAC trading house

CHRISTIAN TYLER

CHIEF ERNEST SHONEKAN, not yet 50 years old, represents the Nigerian face of big business. He is both chairman and managing director of the country's biggest industrial conglomerate, the trading house UAC of Nigeria, an associate of the Anglo-Dutch Unilever.

Ernest Shonekan, 47, is an honour conferred by paramount chiefs) knows personally most of the people who matter in Nigeria, including President Babangida. In one man, therefore, UAC has both a business asset and the protective coating that companies of foreign origin need today more than ever.

Yet the boss of UAC is no knee-jerk nationalist. He is unafraid to spell out what he sees as the gravest weaknesses of government policy and administration. He has called plainly for a proper devaluation of the naira at a time when that issue has become the acid test of the true Nigerian.

He has identified bureaucratic bungling and policy disincentives to business. His support for the process known as "Nigerianisation" (the promotion of nationals to take over the running of companies and banks) is qualified.

"I'm trying to tell the Government that they do require some expatriates," he says. "The cultural cross-associations matter. At the moment I have Nigerians working in London, and one in Kenya. Besides, I am sure that coming to work in a difficult place like this makes a young manager into a man. At least 10 per cent of senior management must be people from other parts of the world."

Shonekan has a British deputy, Francis Mathers, and four of the other 12 directors are also British. They run a concern whose interests range from timber, packaging, food and confectionery through to commercial vehicle building (for General Motors), electrical goods, textiles, wholesaling and retailing, pharmaceuticals and farm machinery.

though his family comes from the city of Abeokuta some 40 miles out. He was born into a family of six children; his father was a civil servant in the postal authority and his mother too was from a middle-class background.

He studied law at London University and the Middle Temple, was called to the bar, but continued his studies in Nigeria and joined UAC, who sent him to the Harvard Business School.

"I learned quite a lot from my years at Harvard," he says. "And with the improvement in world communications, we continue to meet. It's a real 'old boy' network," he adds with a laugh.

Shonekan was sent out into the field but continued to see the law as his true métier. He was promoted to assistant legal adviser in 1967, three years after joining the company, and to deputy in 1974. He joined the board in 1974 and was appointed chairman in 1980.

"In the later years I felt I was being called upon, not to give legal advice, but to make commercial decisions," he reflects.

Negotiations

These days Shonekan spends a good deal of time negotiating with Government ministries—to obtain import licences, for example, or for approval for a counter-trade deal to keep the motor assembly plant going. He also travels widely through the country, since UAC has operations in all 19 states.

Unable to rely any longer on the free flow of imports, either to sell as finished products or for use in local manufacturing, UAC like others is having to concentrate more than ever on local sourcing. Shonekan has a number of acquisitions in mind.

"Quite a lot of companies are about to go under because they lack management or have a bad capital structure. Things are pretty dodgy for them," he says.

UAC will, in any case, spend around N35m over the next year in agriculture—returning, in fact, to a business it was forced to leave years ago.

"We have to move with the times; we shall have to produce most of our raw materials for ourselves," he adds.

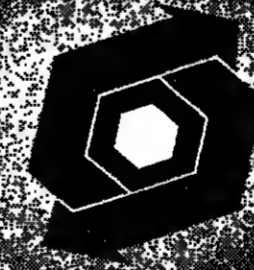
When he is not working, Chief Shonekan undertakes a number of other business and charitable functions, plays squash and swims for exercise. He also reads autobiographies. The man he most admires in history, he says, is Charles de Gaulle. "He was a very stubborn man, who worked relentlessly for his country despite all the odds. When it became the centre of resistance and people really rallied to him. How he was able to do it, especially in this part of the world..."

"One of the problems you have in this country is to get everyone to rally round a leader. I am impressed by the way Charles de Gaulle did it, when the average man would probably have given up."

And the present government of Nigeria?

"I know the government well. I've known Babangida for some time—our chemistry tallies. He wants to get everyone involved so that at the end of the day no one can accuse him of not consulting. But I think he probably also knows how to make up his mind."

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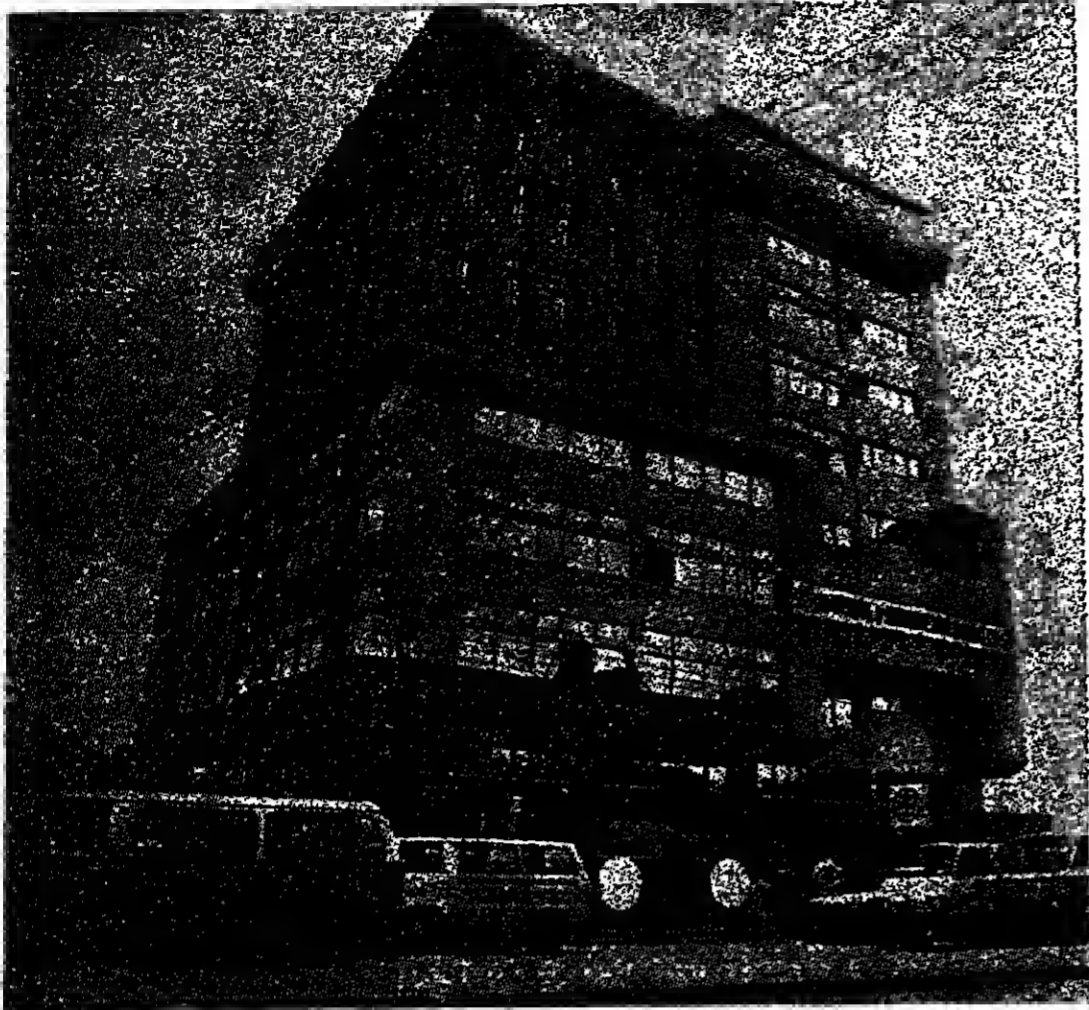
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NIGERIA 4

Trade



Cargo is unloaded at the third wharf extension at Apapa Keys, Lagos. Corruption in the ports has been greatly reduced but there is still a lot of pilferage and bureaucracy remains a big headache, claim port-users.

Security tightened up

Problems in the Ports

PETER BLACKBURN

AMID THE perpetual bustle and confusion outside the entrance to Lagos Port Apapa Quays a throng of men and women cluster on a low wall clutching black plastic bags. The men are intermediaries selling the market manna: rice, sugar, salt and other commodities pilfered from the docks.

"What happens is that a fork lift truck driver accidentally drops a pallet and there is always someone around to pick up the spilled contents," a port operator explains. In the old boom days pirates used to board ships anchored in the roadsteads waiting to enter port. Now there are fewer vessels and more patrol boats so the pirates have changed their tactics.

The military have considerably tightened security and piracy has been mainly reduced to petty pilfering from land based operations. Plenty of problems remain, however.

The military imposed extra layers of control making it even longer and more costly to clear goods out of the port, complains one clearing agent.

Imported goods are now checked by the army, navy and National Security Organisation in addition to the customs, police and the Nigerian Ports Authority (NPA). With little or no co-ordination between the numerous security agencies the net result in terms of "delays and dash" is probably negative, according to port-users.

The NPA management was not available for interview. However the chairman of the Nigerian Ports Consultative Council, Mr Val Usifoh, says that "port security has im-

proved but there is still a lot of pilferage, including some by uniformed men."

He adds: "Corruption has been greatly reduced. If goods are imported, cleared and paid for correctly there is usually no problem."

Although large scale smuggling has decreased, disputes over tariff classification still leave much room for "financial compromise". Bureaucracy remains a major headache, with the paperwork further complicated by the new 30 per cent import levy, according to port-users.

It can take two weeks to complete all the paperwork and the NPA many months to issue the final bill," comments a clearing agent.

The import levy has resulted in containers and goods piling up on the quays of Apapa and Tin Can Island. Many importers, especially the smaller ones, have neither the funds nor the borrowing facilities to pay the levy. There was also confusion as to which goods are exempt.

Backlog cases

The pile-up in shipments coincided with a surge in imports due to an extension of the shipment period to April 30 1986 for 1985 import licences with confirmed letters of credit.

In early February there were an estimated 5,500 bills of entry awaiting processing in the long-room at Apapa port and 4,500 containers stacked on the quays, according to shippers.

The backlog should be cleared by the end of February after which a lull is expected until May or June when another surge of imports is forecast after the issue of the first batch of 1986 import licences.

In early February the Apapa and Tin Can Island quays were almost empty and apart from some 500,000 tonnes of fertilisers and a few shipments of bulk food commodities little traffic is expected in the next couple of months.

"Imagine the chaos if the berths were full and ships were

discharging on to the congested quays," comments one shipper. The mid-1970s spectacle of dozens of cement ships anchored months outside Lagos port waiting to unload is now a faded memory. Instead, the sharp drop in imports since 1983 has hit shippers and forced them to rationalise services.

For instance, Ocean Transport and Trading recently acquired Palm Line from Unilever. The purchase did not include Palm Line vessels which have been withdrawn from the UK/West Africa Lines (UKWAL) to the region. Ocean, which owns Elder Dempster and Guinea Gulf Line, becomes the sole British member of UKWAL, the most important shipping conference serving the region.

The peaks and troughs of imports are a major problem for the NPA, shippers and clearing agents alike and to try to ease the problem the Government will issue import licences in three batches this year.

The peaks place a great strain on the NPA which since early 1984 has been responsible for all container handling operations. Fortunately, for much of the time, there has only been a trickle of imports but the periodic surges have caused chaos.

Apart from a management problem, an acute shortage of handling equipment in working order has added to the congestion.

"We pay the NPA for handling services which they are unable to provide and then we have to hire outside contractors to do the job," complains one port-user.

The shortage of handling equipment results in containers being blockstaged on the quays instead of being taken to the container terminal. It can take weeks to clear the stacks but the NPA starts charging rent after six weeks - "It's adding insult to injury," comments the user.

NPA's dire shortage of foreign exchange means that it

has been unable to purchase new plant and equipment or even the spare tyres and fan belts needed for maintenance. "It survives on a hand-to-mouth basis with barely enough cash to pay the salaries," says one port observer.

The situation could improve, however, as the result of a recent decision to make most of the port charges payable in foreign exchange instead of naira. The charges cover harbour dues, towage, berthing, stevedoring and 10 other items. The NPA cited "stark economic realities" and the fact that 70 per cent of its infrastructure has been financed offshore in explaining the decision. It pointed out that other West African ports in Ghana and Sierra Leone do likewise and that shipping freight is paid in hard currency.

Outcome

The decision should yield the NPA "hundreds of millions of dollars annually," according to Mr Usifoh who is also chairman of the Shipping Trade Group.

"We agree in principle though there is a battle on implementation," he adds. The shippers are concerned that the short notice given by the NPA could create a "chaotic situation" with ships building up in the roadsteads awaiting confirmation of payment and incurring demurrage and other charges.

More delays and confusion could result from the new payments procedures. Shippers also want clarification on "free out" shipments by which importers pay lower freight on wheat, salt, sugar and other bulk commodities as well as port charges in naira. If this is changed it could lead to an acute shortage of badly needed raw materials and essential goods," warn the shippers.

Port-users also hope that the NPA will use some of its new found foreign exchange revenue to improve port management and handling facilities.

System cuts down on costly delays

Profile: Inland Containers

PETER BLACKBURN

IMPORTERS BASED in northern Nigeria have for the past four years been able to avoid the frustration and costly delays at Lagos port by using the services offered by Inland Containers Nigeria Limited (IC(N)L).

Containers are cleared by customs and shipping formalities dealt with at the company's inland depots in Kaduna and Kano thus making an agent in Lagos or a 1,000 km trip down to the coast unnecessary.

All major shipping lines support the IC(N)L service and will issue a combined bill of lading. IC(N)L arranges transfer of containers under customs bond immediately they are off-loaded from the vessels at Lagos. IC(N)L then sends the containers direct by special block trains to its Kaduna and Kano depots.

Each depot can store over 1,000 containers and is equipped with machinery to handle units up to 40 feet in length and 81 tonnes gross weight.

IC(N)L, 60 per cent owned by the National Insurance Corporation of Nigeria (Nico) and 40 per cent by Ocean Transport and Trading, says it can clear and rail containers from Lagos port within four days whereas it takes up to 14 days normally. Speed of service depends partly on the efficiency of the Nigerian Railways Corporation which has been affected by lack of funds for locomotives, rolling stock and track maintenance. Road hauliers have also had problems obtaining spare parts.

Imports during the past three years have averaged about half the 1980-82 level. But despite the sharp downturn IC(N)L has maintained the same volume of business since it started operating in 1982. It estimates that it now carries about 70 per cent of the container traffic for Kaduna and 80 per cent for Kano.

Some 3,200 boxes were carried in 1982 but traffic slumped to 2,000 in 1984 mainly due to the military coup and the embargo on imports during the first quarter of that year.

Business recovered to 3,000 boxes last year partly due to the carryover of unused 1984 import licences. It will probably fall again in 1986 due to an overall drop in imports.

Containers now carry mainly industrial raw materials and agricultural equipment and machinery for the River Basin Development Authorities and the agricultural development programmes. Four years ago there was a much higher proportion of consumer and commercial items carried.

The containers return to Lagos empty for the most part. "We are trying hard to generate export cargoes from the north and hope that the export incentives provided in the budget will act as a stimulus," says IC(N)L general manager, Mr Simon Millington.

The best export prospects seem to be ager, hides and skins and gum arabic. IC(N)L is hoping for customs approval to issue bills of lading for export cargoes at Kano and Kaduna with inspection at Lagos.

Export traffic would greatly improve IC(N)L's profitability but its development on any significant scale is not seen as a short term prospect.

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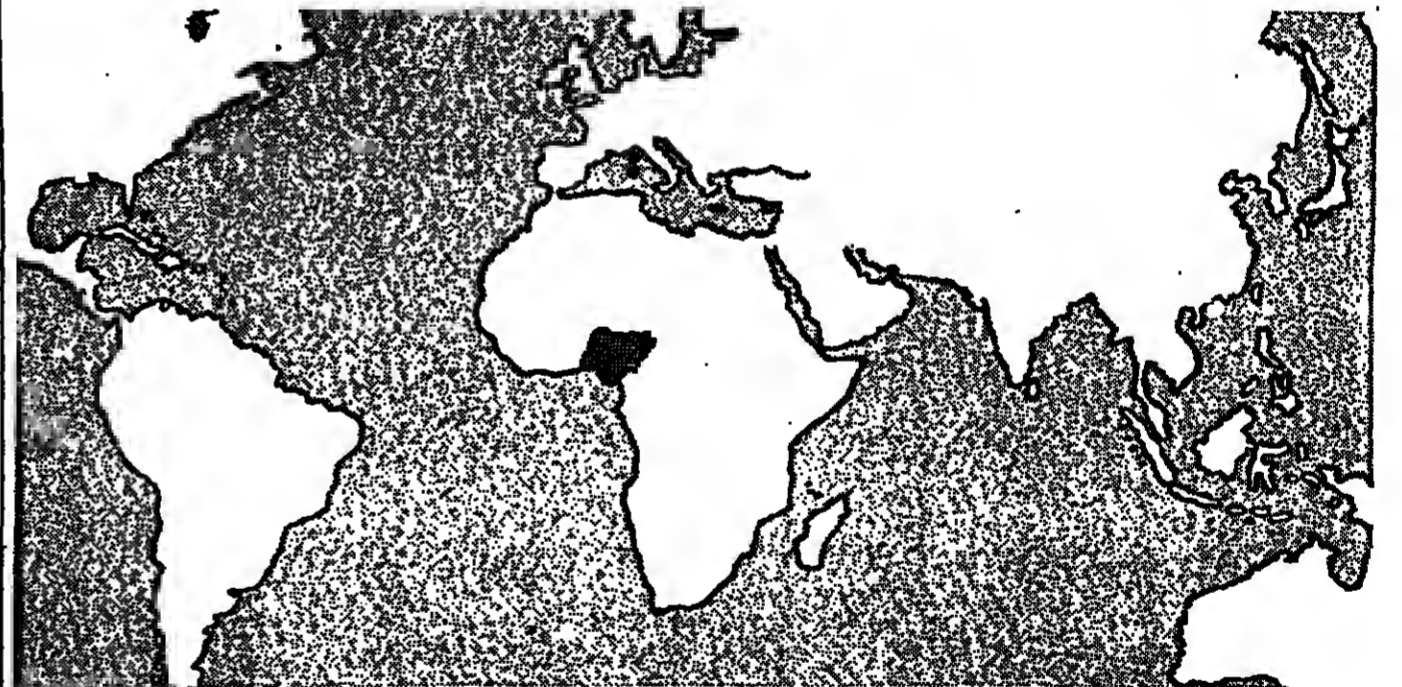
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Finer mesh filters fraud

TO SIFT through \$7bn worth of a country's imports requires a big net and a fine mesh.

By all accounts, however, the three inspection agencies appointed by the Nigerian Government, one and a half years ago, have succeeded in plugging the worst holes and damming the flood of fraudulent trade.

The mesh has been drawn tighter still by the new Ministry of Trade, which has appointed three agencies to inspect imports: the Customs Service, the Nigerian Customs Service and the Nigerian Customs Service. There are still loopholes, of course: the greater the frequency of those trying to beat the system.

Imports Inspection

CHRISTIAN TYLER

The work of the inspection agencies is arranged in sectors, but the best estimate is that since taking over from the Swiss-based Societe Generale de Surveillance they have saved well over 5 per cent of the total value of imported merchandise at a cost of well under 1 per cent.

In the case of one agency, some 25,000 transactions worth about \$3bn have been handled so far. At the start the agencies were deluged with work following the sunset cancellation of the SGS contract. Today, the pace is more leisurely, not least because import licences for 1988 are only now beginning to filter through.

The traffic is divided into three broad geographical areas. Exports from Britain, Ireland, the Middle East and Asia are monitored by Cotecna International, a Jersey-registered company whose majority owner is Cotecna Inspection S.A., Geneva, with Daniel C. Grubb of the UK and Overseas Merchandise Inspection (OMI) based in Tokyo.

Continental Europe and Africa are handled by the French company Bureau Veritas, and the Americas by Swede Control/Intertek.

Outside Nigeria, these companies' inspectors are responsible for checking goods both for quality and price; officers in Lagos cross-check the piles of forms necessary for each shipment, ensure that the goods are what the import licence says they are, and see that the value of foreign exchange to be released is not exceeded.

The last job will be complicated in future by the Government's decision that foreign exchange can only be released in quarterly instalments—a device designed to secure better control over the outflow.

Every quarter the agencies make confidential reports to the Ministry of Finance—reports that would make juicy reading since they describe the evasions and probably name the guilty traders. The Government runs a blacklist, but the penalties could be even greater. Snippets from these reports appear to be judiciously leaked to the Nigerian press from time to time.

If there is one obvious weakness in the screening system, it is that the import licences are still vaguely worded. To take a hypothetical example—could a container load of bicycles ostensibly for getting workers round a large factory floor be fairly described as “manufacturing plant and equipment”?

Overcharging—as a way of

extracting extra foreign exchange remittances from Nigeria—still continues, especially among smaller traders. But the scope for cheating appears to be narrowing all the time.

There are other, less fraudulent dodges. For example, some importers try to beat the system by submitting their documentation in batches: paperwork for one set of parts is submitted one month, and for another set of parts the next.

The two sets of parts are instantly assembled on arrival to produce a finished consumer product for which an import licence would never have been available. When the retail margin is 500 per cent or more, as it is in Nigeria, the temptations are obvious, even if it takes time for the supplier to get his share of the profit out of the country.

Smuggling
If beating the import licensing system is getting harder, so too is old-fashioned smuggling. Yet despite the closure of Nigeria's borders, the markets secure a steady supply of drugs, banned imports like American cigarettes and cigars. The smuggling goes on in both directions: goods in short supply because of import controls fetch enormous prices, while goods smuggled out can be sold for hard currency.

It was reported last year, for example, that several thousand Peugeot cars, assembled in Nigeria and destined for the Nigerian market, found their way across the border. So, too, did a 49-ton bulldozer.

The record of the new import inspectors is probably already being scrutinised by the Government. Their contracts are up for review at the end of September. Meanwhile, the agencies are fulfilling their own contractual commitment to “Nigerianisation.”

Other cases involving JMB debtors and exchange control busting in Nigeria have also come partially to light.

The ECGD is also interested in the outcome of several of these investigations, as some of the exports were insured with them. “Failure to declare a financial interest in the importing company could invalidate a claim,” said an official. For while the ECGD will insure such cases it will not cover the importer's refusal of its ability to pay.

Since the coming to power of Major-General Ibrahim Babangida's regime in August 1983, the NSO anti-corruption campaign appears to have run out of some of its steam. One of the issues that led to his coup was the need to reform the NSO.

Along with many detained for other offences and released with the coming to power of the new regime were several businessmen held on foreign exchange charges, say fraud squad officers in London. Further, despite repeated statements of intent to crack down on fraudsters, the Nigerian authorities have refused one simple step that could at least have advanced co-operation on a couple of inquiries—namely they have not granted an entry visa for an officer from the City of London fraud squad to visit Nigeria.

The JMB debacle remains a sore for the Bank of England and others but the scale of its involvement in financing trade with Nigeria was small beer.

The authorities in both countries are concerned that, while the bulk of the trade between the countries is conducted on an open and honest basis, further damaging evidence of irregularities was emerging as the JMB investigation is pursued. Meanwhile, progress on reconciling claims from UK exporters is likely to remain slow.

Scandal that lifted the lid

Nigerian exchange control.
JMB collapsed under a mountain of doubtful debts in September 1984 and was then rescued by the Bank of England in a £250m operation. Of JMB's £500m total outstanding loans and other commitments at the time of the rescue, some £120m concerned trade finance for Nigeria. Most of these debts were owed by small, poorly capitalised confirming houses—intermediaries in the dealings between Nigerian importers and UK suppliers—who had been allowed to roll over payments under the bank's former management.

Subsequently some £30m of this total exposure has been recovered or secured against acceptable assets. Against the outstanding £90m, the bank has made a provision of £60m—that is it has estimated that insurance claims and payments under rescheduling agreements will cover only a third of the remaining debt.

The Bank of England-appointed board of JMB is being very cautious in its handling of JMB's Nigerian trade debts because the initially unsympathetic response received from the Export Credits Guarantee Department, the government-backed agency which provides insurance cover for its exporters. It is one of the ironies of the JMB affair that the bank finds its Nigeria related debts being treated in much the same way by both the ECGD and the Nigerian Government.

The ECGD is known to be taking a tough line on policies, and to be going through the small print because the agency has made big losses in the last couple of years, with Nigeria featuring prominently on its problem countries list. It has already paid out £200m on Nigerian-related claims and expects to have to pay a further £200m. Although the hope is that most of this will eventually be recovered, the agency is

“being as scrupulous in checking documentation on claims as its Nigerian counterparts involved in the great reconciliation exercise,” said an official. JMB's great leading expansion, from 1980 onwards, coincided with the Shehu Shagari years—during which Nigeria became a byword for corruption internationally. It is certain that Major-General Muhammad Buhari's overthrow of President Shagari in a coup on December 31 1983 was a major factor in sealing the fate of some of JMB's overextended borrowers, and 10 months later, of the bank itself.

The incoming military regime had an anti-corruption drive as a key element in its programme. With central government backing the Nigerian Security Organisation made full use of its very wide powers to investigate and arrest suspects. Exchange controls existed throughout the Shagari period but the artful trader could find his way round them.

The most common form of exchange control evasion is over-invoicing, for which a compliant partner at the other end of the transaction is the norm. JMB's trade finance activities were almost solely on behalf of customers dealing with related persons or companies in Nigeria. Many of the Indian businessmen involved with JMB are part of international trading families, often financing transactions in London for goods from other parts of the world to go to Nigeria. They also had ready access to a chain of small confirming houses in London and through such connections to channels for negotiating commercial bills.

There were some traders who clearly became overconfident given the easy pickings from over-invoicing. They took a radical step further and arranged the paperwork for entirely fictitious exports. One such deal involving JMB is now being investigated by the fraud

The JMB affair

TERRY POVEY

WHEN IS a fraud not a fraud? When, as members of the City of London Police Fraud Squad point out, the act complained of is against the laws of a foreign government but not against UK laws?

This, evading Nigeria's foreign exchange controls is not an offence in the UK—although any forging of documents or borrowings undertaken in connection with such transactions would be.

Within Nigeria both the press and influential academics have called for a complete moratorium on trade debt payments to UK companies until an inquiry into the role of Johnson Matthey Bankers has been completed. While the official attitude remains mild by comparison, for Nigeria, with billions of dollars trapped in the payments pipeline and a complex political and economic situation at home, the JMB saga has become a welcome hook on which it can hang a large file marked “pending.”

Given the political uncertainties of pursuing possible culprits in Nigeria, the JMB “scandal” has the added attraction of being firmly offshore. Most of the UK-based traders involved were dealing with fellow ethnic Indian Sindhis in Nigeria.

Furthermore, the Bank of England now accepts that it was a pukka City bank that financed some of the dubious transactions. A statement accompanying JMB's reports and accounts for the 15-month period to June 1985, says: “JMB itself has identified certain transactions by a few customers, apparently undertaken in some cases with the knowledge of the bank, designed to circumvent

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Energy

Incentives to boost proven reserves

Oil exploration and output

PATTI WALDMER
AFTER NEARLY a year of negotiations, the Nigerian National Petroleum Corporation (NNPC) has offered its foreign joint venture partners incentives to step up their exploration and development activities...

of its external debt servicing commitment and the already very low level of imports.

Oil company executives estimate, however, that under current conditions, Nigeria could not sustain production at levels higher than 1.5 or 1.6m bpd, while 1.5 to 1.6m is the industry's theoretical capacity on a daily basis...

With oil currently accounting for some 97 per cent of export earnings and no other major export earner appearing on the near-term horizon — industry officials argue that it is critical that the decline be stopped.



Oilman on the Shell Belle Isle rig in Bendel State

New incentives (in the form of a guaranteed profit margin on production of about \$2 per barrel), but few will admit to any major new undertakings...

Consistent shortfalls in Government spending on maintenance and development have been a major cause of the decline in technical capacity...

NIGERIA 7

Delays plague massive scheme

Liquefied natural gas project

difficulties which Nigeria faces in trying to encourage European customers to commit themselves to 20-year contracts in the face of a glutted market...

Originally designed to meet only local needs (consumption was rising at around 18 per cent annually in the early 1980s), NNPC now projects that it will be able to export petroleum products when the project comes onstream...

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Project to go ahead at last

Plans for new oil refinery

Nigeria's plans for a fourth oil refinery on ice for ever a year because of difficulties in arranging external finance, look set to go ahead soon following signs that the French Government is willing to guarantee the FFr 2bn export credit for the project...

market in recent years, especially in the severely depressed construction sector. But France is clearly anxious to use the credit to boost its exports to Nigeria in the coming year...

Industry officials stress that, although some barriers to agreement on the offshore finance remain and could prolong the delay, they feel relatively confident that a solution will be reached soon.

The refinery will clearly lead to major foreign exchange savings for Nigeria, which currently pays to have some 50,000 hpd of its output processed abroad (formerly in Brazil, now in France and the US)...

Oil refineries

Table with 4 columns: Refinery name, Existing capacity b/d, Technical capacity b/d, and Refineres' output (maximum production of refined products from existing facilities and planned output from fourth refinery (tonnes/year)).

Producers applaud new deal

The new oil agreements

THE CONCLUSION in January this year of so-called "incentive" agreements between NNPC and oil companies producing in Nigeria has introduced a crucial element of market-sensitivity to the pricing of Nigerian crude.

Under the new system, Government will absorb (in the form of reduced taxes and royalties) 90 per cent of any fall in the market price of oil below official levels, with the equity producers absorbing the remaining 10 per cent.

But the overall level of output will of course depend on whether markets can be found for the additional volumes — many industry experts say they are sceptical.

The longer-term impact of the accords on the current low level of exploration and development activity is more difficult to assess. Each company was required to detail a five-year investment programme — outlining planned activities in the fields of exploration, development, gas utilisation and enhanced oil recovery...

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NIGERIA 8

Agriculture

President Babangida's 1986 budget includes an impressive array of measures aimed at tipping the incentive balance in favour of agriculture, as Patti Waldmeir reports here

The reluctant revolution

MORE THAN a decade after the first of a succession of Nigerian governments all declared a commitment to reviving agriculture as a top priority, the country is still awaiting its "Green Revolution."

Much fanfare has surrounded the launch of campaign after campaign aimed at achieving food self-sufficiency through increased production. Spruced up with new titles every few years—from the "Operation Feed the Nation" programme of the 1970s to former President Shagari's "Green Revolution" drive of the early 1980s—the various programmes nonetheless have failed to halt the worrying decline in per capita agricultural production which is one of the most critical problems facing Nigeria today.

Exhortation has, in many cases, taken the place of concrete measures to improve agricultural incentives. It has largely been ignored and agriculture has continued to decline with per capita output falling an estimated 20 per cent since the late 1970s.

President Babangida's 1986 budget, which is firmly based on the principle of agricultural development, outlines an impressive array of measures (see box) aimed at tipping the incentive balance in favour of agriculture for the first time in many years.

Its broad policy thrust—state intervention in agriculture is to be limited; a more realistic exchange rate is to be introduced (to boost exports and relieve competition from artificially cheap food imports); imports of some major agricultural items are banned; more emphasis is to be placed on assisting smallholder farmers—has been welcomed by agricultural experts, both Nigerian and foreign.

However, they temper their praise with concern over the Government's ability to move quickly to implement the barrage of measures announced on January 1; two months into the new year, the naira is still being held at parity with the dollar (it trades at only a fifth this value on the black market), and details of other reforms have yet to emerge.

Ironically, the level of agricultural activity in the country over the past two years has had less to do with the direction of



A herdsman attends cattle in the breeding area of the Jos International Breweries' farm research centre. Animals are fed with spent grain and molasses from the brewery.

1985 to some \$1.5bn this year. The focus of his Government's agricultural efforts are in the following areas:

● **Import substitution:** producing food or agricultural raw materials locally has become a political imperative for most large trading and manufacturing companies in Nigeria. The beverage industry is taking steps towards substituting maize fructose for some imported sugar, and maize or sorghum for a portion of the barley malt used in beer manufacture; the milling industry is to substitute some other grains for wheat in flour production.

Each of the major trading houses plans major investments in agriculture over the next few years; and even the oil companies, are getting in on the act in an attempt to show goodwill towards Nigeria and concern for its problems.

The Government has made it clear that investment in agriculture is an essential condition for firms wishing to obtain a share of the dwindling level of import licences issued each year. Those which can produce their own raw materials must do so. After 1988, imports of raw materials "which can be obtained through the processing of an annual agricultural crop" are to be banned. And those which cannot must try to achieve foreign exchange savings by producing food which would otherwise need to be imported.

Some agricultural experts have questioned the wisdom of this policy, pointing out that net foreign exchange savings may fall well short of government's hopes over the fact that large-scale production requires a high level of imports of equipment and machinery. And the companies themselves complain that the Government has failed to clear away major institutional barriers to investment in agriculture. Their expertise would be better used in the area of processing, many trading and manufacturing concerns argue.

"We'd rather not be forced to dig digging holes in the ground, an activity which we know very little about," says a senior official of one such company.

● **Smallholder assistance:**

Responsibilities

The ADPs, set up in the mid-1970s in limited areas of the northern and central states, have since been extended to state-wide cover, in many areas, taking over many of the responsibilities for managing agricultural development from the State ministries of agriculture. They are discussed in detail elsewhere in this survey.

The RBRDA's, which have absorbed by far the bulk of government funding to agriculture in the late 1970s and early 1980s, are to focus on water management alone, leaving direct production to the private sector and extension to the ADPs.

Government officials admit to serious doubts about the cost-effectiveness of these projects, on which over N2bn has been spent since 1981 alone; "but we're saddled with them," says the new Minister. "We can't just abandon them. We've spent too much money on them to just write them off."

The bottom line is that there is much more private sector interest in agriculture now than for many years, and that government has at least identified the kinds of policy reforms needed to get the industry back on its feet. The next 12 months will tell whether the familiar rhetoric of past agricultural drives finally begins to become a reality under the pressure of ever-narrowing options.

Wide range of new measures

NIGERIA'S 1986 budget was the most agro-centric in years, introducing a wide range of new measures with the stated aim of achieving food self-sufficiency within two years, reducing imports, fostering agriculture-led industrialisation, and improving the quality of rural life.

The most important of the new measures are:

● **Imports of vegetable oils, day-old chicks, and stockfish (popular with Nigerian cooks) are to be banned with immediate effect; rice and maize imports were banned in October, 1985.**

● **Importation of any raw material "which can be obtained through the processing of an annual agricultural crop" is to be banned.**

The ban, to take effect on January 1, 1986, appears to be aimed primarily at the beer, soft drink and bread industries which are already seeking ways to substitute local agricultural products for a portion of their imported ingredients.

● **Agricultural exports, especially within the West African region, are to be encouraged; formerly, some such exports were banned.**

● **\$600m km of feeder roads will be built or rehabilitated, using half the proceeds of the higher petroleum product prices introduced in the budget; roads will be concentrated in areas with high potential for production of priority crops.**

● **Smallholder farmers are to be the centre-piece of government's food strategy because they have "clearly demonstrated that, given the right price and non-price incentives, they can produce the food and fibre required by the nation."**

● **The Government is to pull out of direct production and distribution of agricultural products; this implies privatisation of state produce marketing boards and other agricultural parastatals.**

● **River Basin and Rural Development Authorities are to concentrate on water resource management and leave agricultural activities to the state government Agricultural Development Projects, a number of which receive substantial World Bank support.**

● **Distribution of some farm inputs is to be commercialised.**

● **An on-farm storage programme and market information service is to be launched.**

Two months after the publication of the budget, many important details of the measures have yet to emerge.

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New moves to keep down costs

Development projects

PATTI WALDMEIR



women attending plants at the agricultural test unit operated by Jos International Breweries in Plateau State.



Texaco Agro-Industries, a subsidiary of Texaco, the US oil company, sold "gari" or cassava meal through its petrol station outlets, but for 10 months the Texagri food plantation has been closed down.

hampered by the failure of the federal and state governments to provide their share of ADP funding. As Nigeria's economic crisis has deepened, it has become clear that the ambitious, fully-integrated approach to agriculture and rural development envisaged in the 1970s simply could not be funded by the resources available to the federal and state governments in the mid-1980s.

The new "generation" of ADPs—seven smaller projects in the southern and middle-belt states of Imo, Anambra, Bendel, Borno, Cross River, Ogun and Plateau to be part-funded with a single \$162m loan from the World Bank (total cost \$264m)—will take what Dr Nduaka calls a "bare bones" approach to agricultural development.

Successes
Formal approval for the loan has not yet been granted by the World Bank but a number of the projects are already underway, with ISADAP regarded as the most successful so far.

Asked what distinguishes the new group of southern ADPs from the northern predecessors, Dr Nduaka points out that the total funding for the entire seven state project is no more than has been set aside for a single ADP in either Benue, Kano or Sokoto states.

Nonetheless, the much smaller sums available will obviously make it necessary to reduce the scope of the projects quite considerably, at least in their initial phase. There will be less emphasis on creating new infrastructure such as farm-to-market roads, staff housing and new administrative centres for the projects; the focus will be on "core" food crops such as cassava, maize, yams and rice rather than on livestock development or other such activities; and there will be much less emphasis on water resource development, one of the key functions of the older northern ADPs.

In the three years of its operation, ISADAP has spent only around N8m on the following set of "core" activities which programme officials, backed up by independent agricultural experts, say have made a major impact on food production in Imo state: distribution of fertiliser and agro-chemicals through farm service centres; dissemination of technical advice through an improved extension service made mobile by the provision of a large number of motorcycles;

distribution of higher-yielding seeds and seedlings; and essential maintenance of feeder roads, along with a very limited amount of new construction. "We went for an immediate impact on the food supply situation and the market. We couldn't have achieved that if we'd been more thinly spread," says Dr A. Anya, the ISADAP planning officer.

Better value
Programme officials say it is difficult to isolate the impact of ISADAP on food production in the state from unrelated factors such as weather, which has been very favourable for the past two years, or the fact that a large number of unemployed urban dwellers have begun to return to farming in search of a livelihood.

But they point proudly to the fact that whereas in 1983, one naira would purchase 4-5 cups of gari (cassava meal, a local staple food) in the market, a naira spent today will purchase three times that amount. Dr Nduaka, the programme manager, also points out that one of the key reasons that costs have kept so low is that the project has so far spent nothing on constructing staff housing, and that it was able to acquire an extensive administrative headquarters from a disbanded government parastatal for only N455,000, rather than construct-

Texagri, one of many companies attempting to launch agricultural ventures, has run into major problems, as Patti Waldmeir reports here.

The high price of goodwill projects in agriculture

NO MAJOR company, foreign or indigenous, which hopes to prosper in Nigeria, can afford to ignore agriculture. Of the 100 or so largest firms in Nigeria, nearly every one has plans to produce or process agricultural products either on the drawing board, or well on the way to implementation.

But the barriers to investment in agriculture, and the risks, are proving to be substantial and the wisdom of government's policy of compelling companies with no agricultural expertise to make major investments in this area is open to serious doubts.

The experiences of Texaco Nigeria Ltd, a subsidiary of the US oil major, are a case in point. Since 1978, the company has spent about N4m developing a 6,000-acre cassava plantation and processing plant near Abeokuta, some 75 miles from Lagos.

For the past ten months, the N500,000 "Texagri" factory, which produces "gari" (or cassava meal) a major staple food in Nigeria, has been shut down in the face of mounting operating losses, and the Texagri general manager, Mr Gilbert Heys, says the company is seriously thinking of abandoning the project and making a fresh start elsewhere.

Limitations
An area of low soil fertility which is not well suited to intensive farming activities was chosen for the project, effectively limiting the range of options open to the venture if its primary activity (gari production) should prove unprofitable.

For Texagri, as for many other companies attempting to launch agricultural ventures, land acquisition has also proved a major problem: under the law, all land in Nigeria is the property of the various State governments; in practice, though Texagri had to settle on rental terms separately with 141 different plot owners, a complicated and time-consuming process.

crop and sell it to Texagri for processing—had to be abandoned because of lack of farmer interest, says Mr Heys, and the project had to take on the whole range of activities from land clearing and planting, to weeding and harvesting.

Production costs have skyrocketed because of the very high inflation in the country; labour costs are high by developing country standards; the cost of insecticides, tractors, spare parts and other inputs have risen steeply over the past few years; and more recently, the price of diesel (the fuel used for the process of drying the gari to enhance its shelf life) has risen 2½ times.

Ironic twist
Mr Heys now estimates his production costs per tonne at around N950-1,000, while the best price he can obtain in the market varies from N800-750.

Ironically, it is the revival of agriculture in the area (which Texagri was launched to contribute to) which appears to have firmly pushed the venture into the red.

According to the general manager, the gari price has fallen from around N1,400 per tonne in 1984 to the current levels of N800-750, as large numbers of unemployed from the cities have returned to the countryside and gone into small-scale production of cassava, which requires little in the way of soil fertility, inputs or expertise.

Traditional processing methods, which yield a product with a much higher moisture content and so a shorter shelf life, are nonetheless much less costly than mechanised processing which has been harder hit by inflation.

Village women rely almost entirely on their own labour to peel, ferment and grind the cassava into gari, which is then dried by "rying" it over an open wood fire. Not only is this process less costly, but it is also far less import intensive, a major factor in assessing the net benefit to Nigeria of such projects as Texagri.

The project may well have contributed to its own downfall, as it has promoted local production by selling or giving away to small farmers disease and pest-resistant varieties of cassava for planting.

Developed by the International Institute for Tropical Agriculture in nearby Ibadan, these varieties have shown dramatic increases in yields, and Texagri sees its distribution programme as a major part of its contribution.

Agricultural experts suspect that Texagri's experience—that the overheads involved in the large-scale, mechanised production of gari make such a venture uncompetitive—may be repeated by other agricultural ventures to be launched in the next few years. They caution that the Government may well find that the foreign exchange savings realised from such import-substituting activities may prove much lower than originally envisaged.

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Kano seeks revival in farm products sector

Northern industry
CHRISTIAN TYLER

SO MUCH is still left of old Kano that it takes no effort of the imagination to see behind and beneath the sprawling modern capital of northern Nigeria.

The old city is still surrounded by its 12th century ramparts of orange-coloured baked earth. Inside the walls are warrens of flat-topped mud houses, bare of furniture but carefully numbered for some postman who never calls. As they converge on the centre the houses become denser until they reach a large compound and the wide road that runs round the palace of the Emir of Kano.

Beside the palace is the vast mosque of Juma-at, a reminder that here was once the furthest reach of Islam. Kano was above all a trading centre, one of the most important south of the Sahara desert and west of Lake Chad.

Kano is now a city of some 2m people, the second largest after the federal capital, Lagos. But there is no impression of size. Apart from a few tall buildings in the centre, the city is built close to the ground, shaded over with trees and intersected by fast new roads. It is hot, bright and dry, and greatly preferable to the sweating humidity of Lagos.

One of the first manufacturing businesses in the north of Nigeria was founded in Kano by a Syrian trader in groundnuts who had been living in Turkey but was driven out by Kemal Ataturk. He built an oil mill in Kano in 1941 at a time when everyone else was still following their traditional pursuit of trading.

The business, Nigerian Oil Mills, is now run by the founder's sons, Bernard and Ely Callil, who represent the 40 per cent still owned by the family. Under Nigerian law, 60 per cent of the equity must be Nigerian-owned.

The Callil brothers' interests are grouped under the unofficial name of the Cedar Group, comprising some 14 operating companies (some of which are dormant). The Callils also have an interest in Berec, the battery making company whose Nigerian subsidiary was recently sold by Hanson Trust of Britain, and in Berliet trucks and generators of France.

Like many others, the group—which has a turnover of \$200m a year—has moved into agriculture with a 2,000-acre farm at Wudil, half an hour's drive from Kano. Putting money into farming is for many expatriate companies the best way of showing commitment to Nigeria's development, and it helps when they need an import licence.

But Mr Bernard Callil, managing director of Nigerian Oil Mills, believes that agriculture will be profitable. "I'm not sinking money into it. I am investing. It started as a cosmetic thing, but it's now become a real operation."

Another farm, belonging to Berec, is being started in Abeokuta, near Lagos.

Nigeria used to be one of the world's largest producers of groundnuts. But when mineral oil was discovered in the 1970s agriculture was allowed to collapse. Farmers were further discouraged by the antics of the state commodity boards, which often short-changed the growers on the already low prices set for their harvests.

Now the producers of vegetable oil are having to import groundnuts, so small are the quantities grown indigenously.

A revival of agriculture will not be possible until there are places to store and process the crops. "It's an inevitable step for Nigeria," Mr Callil said. He claims to be the first private entrepreneur to try to lay down the necessary infrastructure.

Nigerian Oil Mills has branched out into related businesses. Alongside the oil-crushing mill in Kano is a factory for making the 18-litre cans in which vegetable oil is sold on the market. The tinplate has to be imported from Usinor in France, Cockerill-Sambre in Belgium and Nishisawa in Japan.

As in so many other Nigerian businesses, production is strangled by the tough import licensing regime, but the can factory has enough raw material to keep it ticking over for another year.

There are two fully automatic lines for filling the cans with oil and a special machine for filling polythene sachets. The company is about to build a refinery of its own, using British machinery, to complete the processing cycle.

Across the road is a small factory making aluminium kettles, tableware, brass calabashes and other brassware. Nearby there is a soap and detergent business.

The trials of industry are illustrated by an episode last month when a hostile article in the local Sunday newspaper revealed that a "Lebanese" company had managed to buy vegetable oil from the Government for distribution and sale at a time when vegetable oil imports had been banned.

The company, which turned out to be Nigerian Oil Mills, attributed the fuss to local jealousies. It says it had bought the 10,000-tonne cargo, imported under the former regime, but had only managed to sell a quarter of it. The price of vegetable oil had begun to fall because of a large number of pilfered drums which had turned up on the market.

The worst year for the company seems to have been 1984, when it was refused import licences for nuts to crush and for spare parts to keep the machines working. The company's output of 13,000 units a day fell to zero, though now it is back to 4,000 units a day.

Another big Kano enterprise, the Dantata group, seems to have fared better because of its minority shareholding in the state-controlled oil miller Kano State Oil and Allied Products. Its last import licence was for



Kano, a city of 2m people, is the second largest, after Lagos. Above: stalls of potash set out along a street in the old quarter of Kano.

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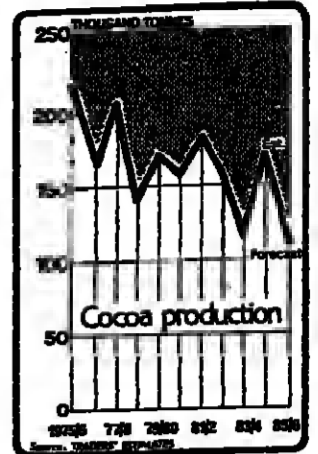
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Casualty of the oil boom years

The cocoa industry
PATTI WALDMER



NIGERIA'S tiny non-oil export sector is facing a major challenge in 1986.

After years of decline which have depressed earnings from the sector to around \$400m a year, non-oil exports are budgeted to rise nearly four-fold this year to provide some \$1.5bn for Nigeria's severely stretched foreign exchange budget.

Decidedly optimistic by any standards, this figure begins to look even less realistic when account is taken of the current sorry state of the country's cocoa industry, by far the largest non-oil export earner, and a sector which experts believe has reasonable potential for growth.

Because of a combination of bad luck and appalling planning the cocoa industry is heading for a catastrophic year in 1986, with production forecast to fall to the lowest levels anyone can remember.

Cocoa traders say they believe some 170,000 tonnes of cocoa was produced in Nigeria last year (exact figures are difficult to obtain as large amounts, perhaps as much as 20,000 tonnes a year, are smuggled to neighbouring countries). This year's forecast, by London cocoa traders Gill and Duffus, is a mere 110,000.

Nigeria's cocoa industry—once the world's second largest, accounting for nearly a quarter of all supplies—has been a casualty of the country's oil boom, which drew vast numbers of rural dwellers away from the land with the lure of easy money in the cities.

tion for several years); the high cost of labour and inputs; poor extension services; lack of new plantings (most trees have now outlived their optimum productive life-span); and smuggling, which siphons off large amounts of the crop to neighbouring countries where real returns are much higher (the overvalued naira means that only a fraction of the export price of the crop is passed on to the farmer).

Despite all these drawbacks, Nigeria was able to produce last year's 170,000 tonnes of cocoa because sufficient supplies of agricultural chemicals were imported to prevent extensive damage to the crop from the dreaded black pod disease.

This year, farmers have not been so lucky. Because of the harsh import controls forced on the country by a critical shortage of foreign exchange, virtually no import licences were issued for chemicals to treat this season's crop.

According to the estimate of one industry expert, Nigeria could lose over \$100m in cocoa export receipts, largely because of a failure to allocate \$5m for the importation of spraying chemicals (poor weather also had an impact).

If the problems of poor pricing and lack of inputs were tackled seriously, says one European trader who knows the country well, Nigeria could harvest well over 200,000 tonnes a year from existing plantings alone—an important step, in the short term, towards reviving the near-moribund non-oil export sector.



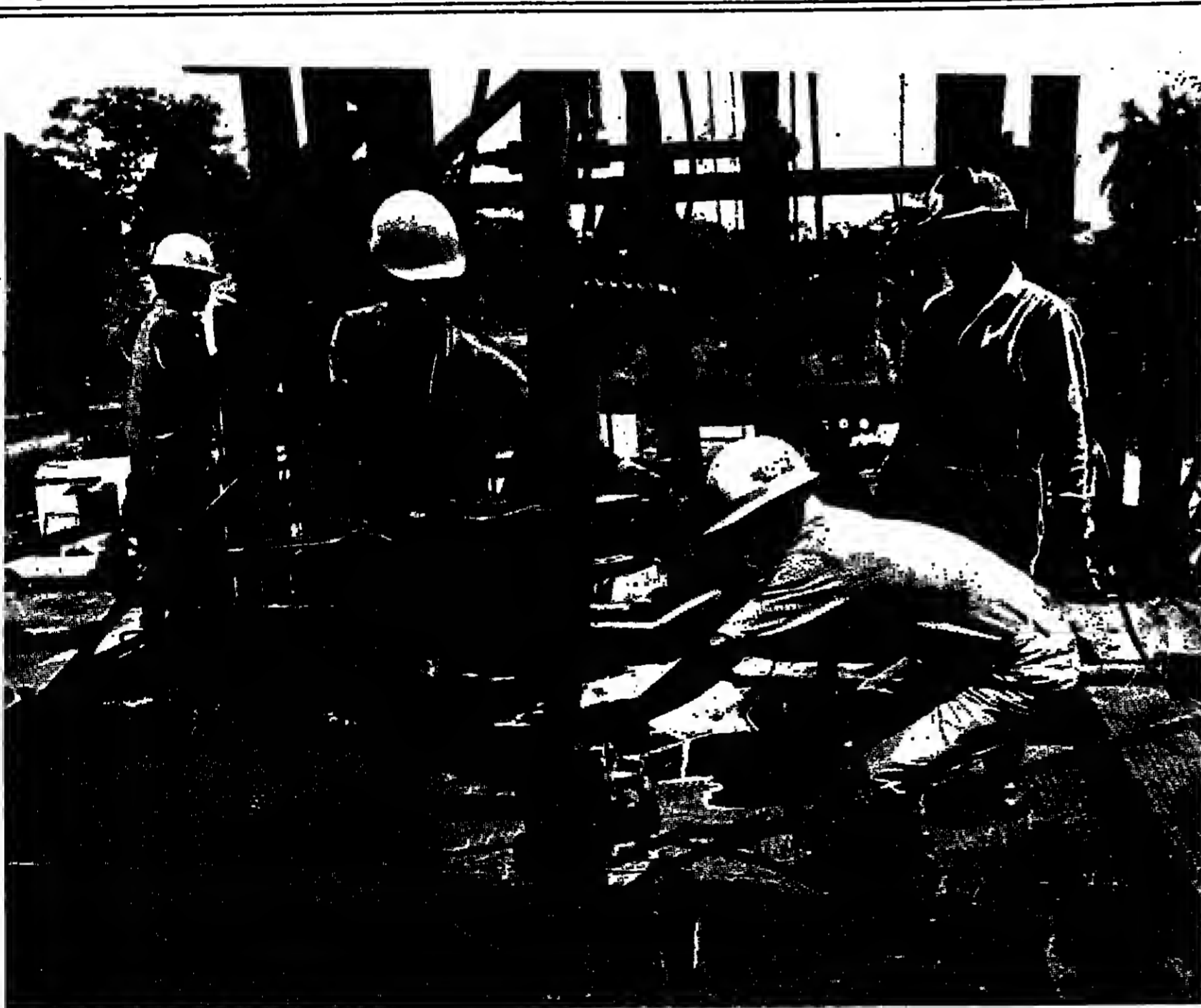
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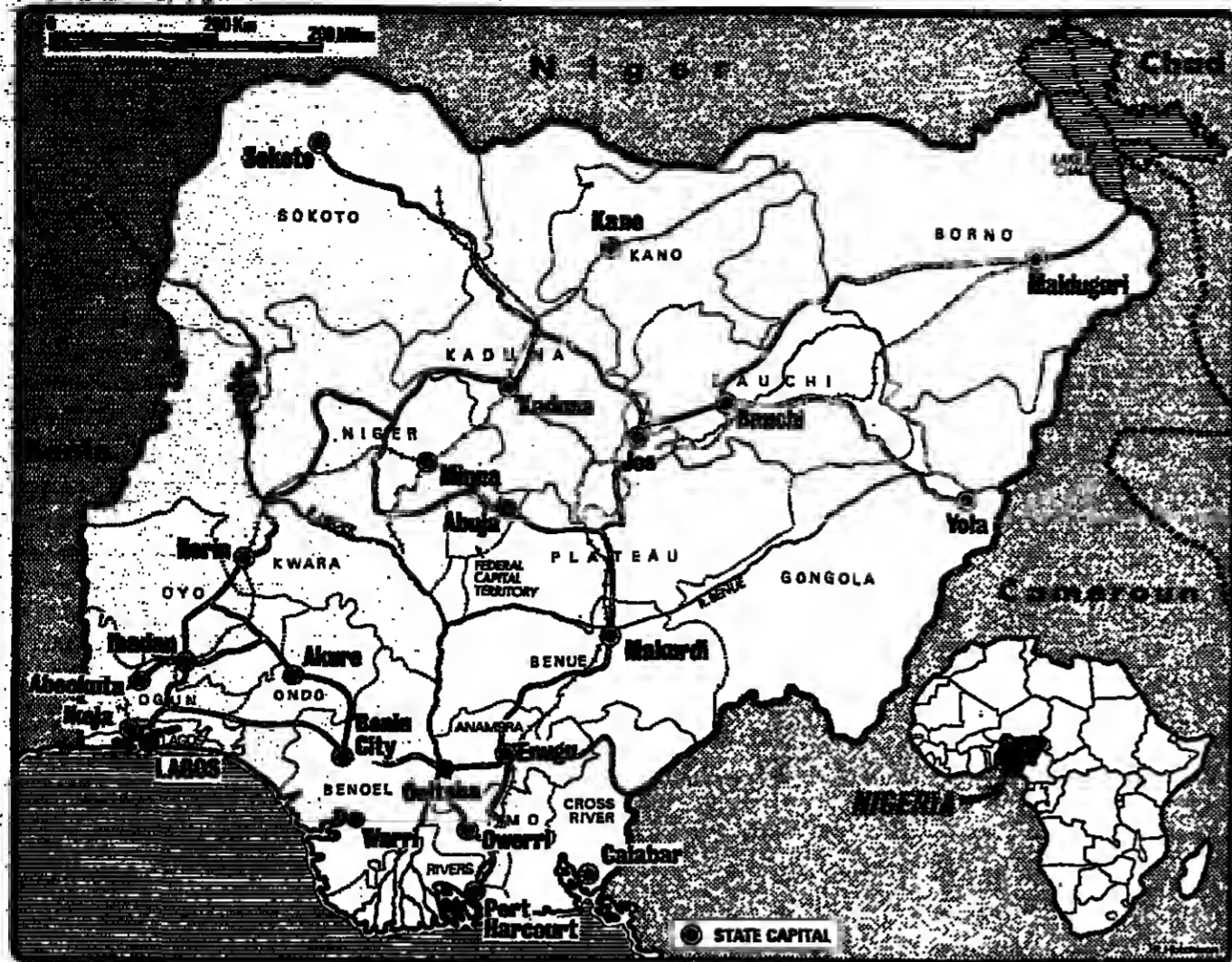


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Macbeth falls to the spanner

Funtua revisited

FIFTEEN YEARS ago, Peter Blackburn served with the Voluntary Service Overseas as a teacher in Funtua in northern Nigeria. Today some significant changes have taken place in the area which is now the headquarters of the Nigerian Cotton Marketing Board.

Peter Blackburn reports here on the differences he has found in the area which typify developments in the smaller towns of Nigeria.

I THOUGHT we had made a mistake as we drove in after dark through an unfamiliar new entrance from the main road to the Government Secondary School, Funtua.

Despite having spent nearly 18 months at the school as a voluntary service overseas (VSO) English teacher I felt completely disoriented as a result of the great changes that had taken place.

It was my first trip back in 15 years and I was curious to see how the school and the town, located in Kaduna state, 72 kms north-west of Zaria on the Sokoto road, had developed.

I had subconsciously stopped the clock at what I had last seen and it was therefore a shock to see what dramatic growth had since taken place.

The number of students has swollen from less than 500 to more than 2,000 and staff has quadrupled to 80.

The VSO teachers were phased out several years ago and there are no longer any British contract teachers. However, there are still some 10 Asians, mainly teaching science subjects. There is generally a plentiful supply of Nigerian teachers for most departments.

Contrasts

Whereas most of the students were once boarders and came from distant villages, the increase in the number of schools and lack of sufficient accommodation means they are now mainly day-students, coming from a 12 km radius.

In the old days, the day-students used to walk to school, but now they ride bicycles, some even motor bikes.

The number of buildings has

proliferated to such a degree that the school complex appears almost unrecognisable. But, sadly, many of the new buildings already look the worse for wear.

When I left at the end of 1971, the first science laboratory was being built. Now there are several, plus woodwork, metalwork and machine tool shops. These days there is much more emphasis on practical rather than classical teaching. Farmers' and traders' sons now spend less time grappling with Macbeth and Jane Eyre than with crop seeds and fertilisers or making spanners and simple tools.

The new 6-3-3-4 schooling system provides for continuous assessment of students, earlier screening and channeling towards employment opportunities. It means extra work for teachers, but it should cut down the numbers of educated but unemployable school leavers.

The move towards greater scientific teaching has been handicapped by a serious shortage of chemicals and laboratory equipment, teachers say.

The explosion in student numbers has put severe strains on school equipment which has deteriorated more quickly than it has been replaced over the years. In the junior classes there are not enough chairs or desks to go round, nor exercise books, with students having to use sheets of paper instead.

Strangely the periodic student riots continue to be sparked off by complaints over food, rather than lack of teaching equipment or qualified teachers. But, as the headmaster pointed out, it is

difficult trying to provide three square meals a day with an allocation of N1.50 per student.

Security continues to be a problem as the school has no perimeter fence. During the prolonged economic recession many of the detachable fittings like light bulbs and switches have disappeared on to local markets where they fetch premium prices. As a result, dormitory light bulbs and all moveable items are locked up during the day to prevent them being stolen.

Only an ancient Alhaji Sambu, the school lorry driver along with Mallam Sule, the school clerk, the school cook and sweepers remain from the early 1970s and provide a link with the past.

The teachers have long since left and there was no trace locally either of the students, some of whom may now be treading the corridors of power in government or else have become rich traders.

Rapid growth

Funtua town, like the school, also shows signs of rapid growth with the main landmarks—a rounded granite rock—now topped by two water tanks.

A busy road junction and market town, the bustling motor park is now packed mainly with swift Japanese mini-buses, instead of lumbering mammy wagons.

A fast, two-lane highway has replaced the single-lane road to Zaria where once I rode my Honda 90 motorcycle at week-ends to stock-up with provisions or to see friends. The roadside is already dotted with wrecks of old cars that travel continues to be hazardous. But at least visitors are no longer covered with red laterite dust, churned up by passing "mammy" wagons.

At the entrance to Funtua there are now two by-passes. Along the northern one is the headquarters of the World Bank—financed agricultural development project which has considerably increased the district's food-growing potential. Earth dams have made it easier to bring the crops to market.

Funtua is zone two of the new World Bank-assisted Kaduna agricultural development project, covering the whole state.

New agro-industries have been set up, including dairy and textile companies as Funtua moves towards establishing a broader industrial base.

The groundnut pyramids, however, one of the town's traditional landmarks, faded into memory many years ago. Lack of rain in the early 1970s ravaged the crops and new drought-resistant seeds were slow to be developed. An inefficient marketing system and unattractive prices were additional disincentives.

Funtua is also the headquarters of the Nigerian Cotton Marketing Board and after a long period of decline there are signs that production may start to rise again (as indicated in part one of this survey). The new Lammus-bull cotton ginners are due to start production this month, as well as supplies of imported chemicals arrived.

Another visible change in the area is the new fire station, equipped with a shiny red fire engine, located in the fields behind the school.

Visitors to Funtua may now stay at a motel beside the dam at Mairuwa, a few kilometres out of town. Although it is attractively situated, overlooking the lake, the chalets were not as comfortable as they looked from the exterior.

I recalled that, 15 years ago, it was more enjoyable to sleep out, under the stars, while on a school expedition to the crest of the dam.



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"THE SITE of the town is... delectable," the explorer Richard Burton wrote about fever-ridden Lagos in 1861. And to this day the disclosure that one's destination is the Nigerian capital evokes sympathy. Lagos has entered travellers' mythology: overcrowded aircraft, tortuous formalities on arrival, aggressive taxi drivers, dreadful hotels, interminable traffic jams, dubious food, unreliable telephones. . . . It is actually not as bad as mythology makes out, and with a little foresight it can be tolerable—even enjoyable. Let us assume that you have had yellow fever and cholera vaccinations well in advance, and have started the course of malaria prophylactics two weeks before departure. You have also stocked up on business cards, which are essential if you want to make headway with the secretaries in the outer office of the "oga" (boss). You have arranged to stay in a company guest house because it is more comfortable than a hotel in Lagos, but you have remembered to send a telegram to out-of-town hotels, and also taken into account that hotels will demand payment in foreign currency. The traveller's first test comes at Murtala Muhammed International Airport. There are two schools of thought as to how to deal with the hurdles of currency exchange (you are obliged to cash at least \$100 on arrival), immigration, and customs. One school advises you to relax, to send a telegram in a leisurely fashion; the other school advises you to dash from the plane to be among the first to reach the bank, where money is exchanged and can be the worst bottleneck. Since many travellers may have read this piece of advice, there could be stern competition. It all depends on your temperament. Whatever you do, do not lose the yellow currency declaration form, which must be presented on departure. Taxi drivers have been banned from parking at Murtala International and may only drop departing passengers, but there will be scores of people working for what are described as "car hire companies," whose owners have managed to exclude the traditional yellow cabs. The fare from the airport to Victoria

Island or Ikoyi should be about N75. You can manage day-to-day business by flagging taxis on the street, but the haggling that ensues in the hot and steamy climate can be tiring. An air conditioned cab will cost N100 for an eight-hour day (N80 if you are a tough bargainer) and is money well spent. Making appointments over the phone can be time consuming and unreliable. You may as well take advantage of the tolerance and flexibility of most Nigerian officials and expatriate businessmen and take pot luck. Turn up with your business card and a brief letter explaining your needs, which can be left with the secretary should the person you want be out. This paves the way for your next visit, and if you do phone first the secretary will know who you are. With or without an appointment, be prepared to wait, and take something to read. Communications will almost certainly be difficult; the international phone links have gone through a bad patch, and Nigeria Airways is again a byword for unreliability. Several courier agencies serve internal and international destinations and guarantee 24-hour delivery of letters and documents to most European capitals. Getting a seat on Nigeria Airways local flights is often a pot luck, but look out for the private services between the main centres operated by Okada and Cabo airlines and others. Although described as charter, they run scheduled services on a first-come, first-served basis. Tickets are sold at the airports. You will need to travel with a substantial amount of ready cash, for few hotels or restaurants take credit cards. Since the cost of living is high, and the Naira only available in singles and fives (larger denominations are rare), the wad of notes will make a formidable bulge in your jacket, or take up a substantial space in your bag. All the more reason to hire a single taxi driver for your stay. Nigeria has become a byword for "dash" — which covers anything from a substantial bribe to secure a contract, to a tip for the room steward. Much of the petty "dash" is unnecessary, if your documents are in order it is not required at the airport, for example. You should on no account enlist the help of departure agents (or "travel advisers," as they prefer to be called) at Murtala Muhammed who lurk at the check-in counters. Their favourite ploy is to offer help with currency formalities and promise to get the all-important yellow form stamped, taking your travellers' cheques for inspection by the appropriate official. They then disappear. The currency check, by the way, comes after check-in and immigration formalities, and not before. This all sounds a formidable list of do's and don'ts. But draw consolation from the thought, as you sit on the open verandah of Bubble's Bar, sipping a chilled beer and fanned by the cool breeze blowing across the creek, that it was much tougher in Burton's day.



Nigerians and expatriates relax in the heat of the day at Bubbles Bar in Lagos.

Press freedom

DECREE No. 4, introduced by the military government of General Muhammadu Buhari, effectively muzzled Nigeria's lively newspapers. But one of the first actions of the new administration of President Babangida was to repeal the law and restore Nigeria's reputation of having probably the freest press in black Africa. The visitor can choose from over a dozen dailies (all printed in English) of which the Daily Times and New Nigerian (both Government-owned), Punch, Guardian, Concord and Tribune lead the field. The Daily Times, Punch and Concord publish business editions. Two weekly magazines are well worth reading: Newswatch and African Concord, while the London-based West Africa magazine, on sale in Lagos, provides invaluable coverage of Nigeria.

Useful reading

An indispensable visitors' guide is "Survive Lagos" by Elizabeth Cox and Erica Andersen (Spectrum Books, Ibadan, 1984) which is packed with sound advice. A useful companion is Macmillan's Lagos Street Atlas (1985) which clearly illustrates not only the residential areas but also the industrial zones, and locates government offices, embassies and public buildings. Recommended reading includes: The Story of Nigeria, Michael Crowder (Faber and Faber, 1973). The Nigerian Civil War, by John de St Jorre (Hodder and Stoughton, 1972). Soldiers and Oil, edited by Keith Panter-Brick (Frank Cass). President and Power in Nigeria: the life of Shehu Shagari, by David Williams (Frank Cass, 1982). Ahmadu Bello; Sardana of Sokoto, by John Faden (Hutchinson, London, 1984). Nigeria since 1970: a political and economic outline, edited by Anthony Kirk - Greene and Douglas Kinnner (Longmans, 1981). The country's novelists convey a feel for Nigeria which no academic study can give: Chimua Achebe (A Man of the People and No Longer at Ease); Cyprian Ekwensi (Burning Grass); Wole Soyinka (The Interpreters and The Man Died); Buchi Emecha (The Joy of Motherhood). MICHAEL HOLMAN

Accommodation: it pays to plan ahead

AVOID STAYING in a hotel if you possibly can, if only because you will be frustrated by the difficulties of making telephone calls. Hotels are also very expensive — allow at least N100 a day for bed and breakfast and incidentals in the leading Lagos hotels — although about half that rate applies in the state capitals. Room service can be erratic and water supply and air-conditioning are unreliable. The alternative is to use a guest house, which most of the larger companies operate. The rule for hotel-booking is to always book early (send a telegram to out of town hotels. — telex or phone lines from Lagos are either impossible or difficult to obtain). Remember, the law requires visitors to pay bills in foreign exchange, beginning with a deposit which can be as high as N300.

The regulations are interpreted differently according to the hotel: some simply demand a deposit which will cover the room rate, others expect a deposit sufficient to cover meals and services during your stay. Do not expect to receive any refund due to you in foreign exchange — you will receive instead the naira equivalent. To be on the safe side, carry enough travellers' cheques to cover your entire hotel bill. The recently-opened 340-room Sheraton Hotel, near Lagos's Murtala Muhammed International Airport, is especially useful if the bulk of your work is in Ikeja's industrial zone or Apapa. But bear in mind the fact that if you have appointments on Victoria Island or in Ikoyi (where most of embassies and high commissions are located, as well as the Federal Secre-

tariat which houses many of the government ministries), the journey from the hotel can be a time-consuming one. Traffic jams ("hold ups" or "go slows" as they are known), are not as bad as they once were, but can still disrupt schedules. Among the main hotels are: Sheraton, Ikeja, Tel 900830-9, telex 27202. Ikoyi Hotel, Ikoyi Tel 603200-8, Telex 22632. Federal Palace Hotel * and Federal Palace Suites Hotel * Victoria Island, Tel 614938, 610134, 610031, 612120, Telex 21432. Bristol Hotel, Martins Street, (off Broad Street) 630048 Telex 21144. Hilton Hotel, Ikeja, Tel 960604, Telex 26329. Eko Holiday Inn*, Victoria Island, tel. 615000, telex 22650. Maitland Hotel, tel. 41101/9, telex 21498. *Swimming pool.

Eating out

● In Part One of the survey readers were introduced to the delights of "bush meet" and street corner fare. You may, however, be looking for a more formal environment in which to entertain guests. Here are a few suggestions: prices vary from around N60 for two (including soft drinks or beer) — at the excellent Sheraton Indian Restaurant to nearly double that if you prefer Chinese food (superb Spring rolls) in the Shangri-La Restaurant atop the Eko Hotel, which also enjoys one of the finest views of Lagos. Other venues include: Bacchus, 57 Awolowo Road, Ikoyi, tel 63582 (around N150 for two with wine); Chez Antoine, 81 Broad Street, tel 635881; Cathy (Chinese) 88 Broad Street, tel 651546; Bagatelle 208 Broad Street, tel 632601; New One Vadis Eboni House, Broad Street (opposite Bagatelle); Tabriz, 19-21 Breadfruit Street (near Bristol Hotel) tel 632628; Sheraton, Awolowo Road (opposite Bacchus); Ikoyi Hotel Chinese Restaurant, tel 603280-8.

Wildlife tours

THE BEST-KNOWN game park in Nigeria — with the bonus of hot springs in which the traveller can soak at the end of a dusty day — is Yankari, a 90-minute drive from Bauchi in north east Nigeria. Animals on view include elephant, buffalo, roan antelope, warthog, hartbeest, waterbuck and lion, as well as a profusion of birds. Accommodation is in individual chalet-type huts (Wikki Springs Hotel, Yankari Game Park, Bauchi); be prepared for irregular power supplies and no hot water, although this need not deter visitors: can soak in the hot springs at Wikki, below the camp.

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